

LEPHALALE

MUNICIPALITY



ANNUAL REPORT

2008 / 2009



Lephale Municipality



SUN

Eternal source - never ending
Power - Master of the planets
Heat - Climate



MINERALS

Source of civilization
Cause of development
Landmark in Lephale



DOVES

Sign of peace
Freedom - in flight - not caged in
White - Purity



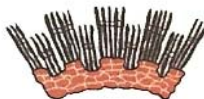
SPEARS

Struggle against poverty
Cultural weaponry



RIVER

Source of life
Local identification - Mogol river



ANIMALS

Local game - Kudu/Warthog etc.
Main farming - cattle



BOOKROLL

Education
Future



SKY

Dawn of a new day -
New generation
Typical Bushveld attraction



SHIELD

Cultural emblem (weapon)
Protection
African identification



FIELD

Green - Bushveld scene
Open atmosphere

Our Vision

To become the most successful municipality in serving the needs and improving the lives of all members of our community.

Our Mission

In recognition of our commitment to transformation and that our community should come first, we strive to provide quality, affordable and financially sustainable services, thereby promoting empowerment, local economic development, job creation and better life for all.

Our Values

- Empowerment
- Sustainability
- Excellence
- Participation
- Quality

CONTENTS

CHAPTER 1

INTRODUCTION AND OVERVIEW

Foreword by the Executive Mayor	7
Executive review by the Municipal Manager	9
Overview of the Municipality	10

CHAPTER 2

PERFORMANCE HIGHLIGHTS

Departmental highlights	16
Free basic services	23
Basic services rendered	23
Service delivery backlogs	23
Zoning and building plans	25

CHAPTER 3

HUMAN RESOURCES AND ORGANIZATIONAL MANAGEMENT

Organizational structure	26
Staffing information	27
Employment equity	29
Skills development	30
Personnel expenditure trends	30
Pension and medical aid funds	31
Salary disclosures	32

CHAPTER 4

AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION

Report of the Chief Financial Officer	33
Report of the Auditor-General on the financial statements and performance information	34
Audited financial statements	
Statement of financial position	42
Statement of financial performance	43
Cash flow statement	44
Statement of changes in net assets	46
Accounting policies	47
Notes to financial statements	55

CHAPTER 5

PERFORMANCE AND SERVICE DELIVERY REPORTING

Office of the Municipal Manager	75
Budget and Treasury	78
Corporate Support Services	80
Social Services	95
Infrastructure Services	114
Development Planning	122
SDBIP: 2008/2009	128

CHAPTER 1

INTRODUCTION AND OVERVIEW

FOREWORD: EXECUTIVE MAYOR

Local government in South Africa has always been the strong pillar in the achievement of significant social and economic development since the ushering in of the new democratic dispensation. Local municipalities are at the coal face of service delivery. The new administration has a clear mandate to deliver on key priorities so as to ensure visible, tangible and positive developments are felt in all our rural and urban communities. After the 2009 general elections the government has set for itself five priority focus areas, namely job creation, education and skills, health care, rural development and fight against crime.

With this in mind the 2009 government programme of action committed itself to build a developmental state, improve public services and strengthen democratic institutions. The Department of Co-operative Governance and Traditional Affairs has compiled a State of Local Government Report. This assessment report is meant to inform the government's Turn-Around Strategy for local government. As a municipality we are expected to develop our own local Turn-Around Strategy in line with the National Co-operative Governance and Traditional Affairs Turn-Around Strategy.

When this government was voted into office way back in 2006, we set milestones which we will use to measure our pace. This annual report will reflect on those milestones to check our performance against the increased complexity of challenges that we embraced from time to time during our term in office. We have always made sure that against all the odds, we do not lose focus of our Local Government Transformation agenda. This agenda is unequivocal clear when it comes to service delivery; it is about provision of basic human needs like water, shelter, electricity and sanitation as well as other developmental services which will make the lives of our people better. This transformation agenda, which have the IDP and the Freedom Charter as its pillars requires that we must meet with our constituencies to make sure that they participate fully in drafting our IDP; hence the IDP and other community consultative meeting that we call from time to time. By so doing we are developing and sustaining the culture of community participation as required by Local Government: Municipal Systems Act 32 of 2000. We are prepared to live our vision "to act as a catalyst to facilitate and integrate development and growth within the Municipality in order to address the needs and improve the quality of life of all members of the community.

We will continue to highlight, pursue and defend the rights of all citizens of this country, especially the most vulnerable members of our communities, namely women, youth, people with disabilities and the senior citizen. We have launched a Disability Desk; and the Women in business and the youth summits that we organized during this period under review were geared to put much powerful punch to fight against poverty, and arm our communities with necessary skills to make them self sustainable. We are doing all our best to make sure that our youth are well armed with necessary qualifications and skills to make them marketable, especially given the fact that our municipality is one of the fastest growing and developing municipalities in the country, thanks to the construction of one of the biggest dry-cooled base load power station called Medupi.

We thank members of community who joined the IEC to ensure that the 2009 General Elections were smooth, free and fair. We also salute all those who worked to make sure that Bi elections which were conducted after we lost one of our councillors through natural causes (may her soul rest in peace!) were also free and fair.

Cllr N R MOGOTLANE
Mayor

EXECUTIVE REVIEW: MUNICIPAL MANAGER

This annual report, like annual reports of any institution, will be used to check our performance against the milestones we set for us for the period under review as well as the expectations of members of the community. The current national government measures itself against the five priority areas, namely Job creation, Education and skills, Health care, Rural Development as well as fight against crime. As municipality, we measure ourselves against our IDP Priority list. Chapter 8 of Local Government: Municipal Systems Act 32 of 2000 describes the general duty of a municipality as being to “give effect to the provision of the Constitution and give priority to the basic needs of the local community, promote the development of the local community and ensure that all members of the local community have access to at least the minimum level of basic municipal services.” And we cannot deviate from this mandate. Hence this annual report will cover issues of service delivery.

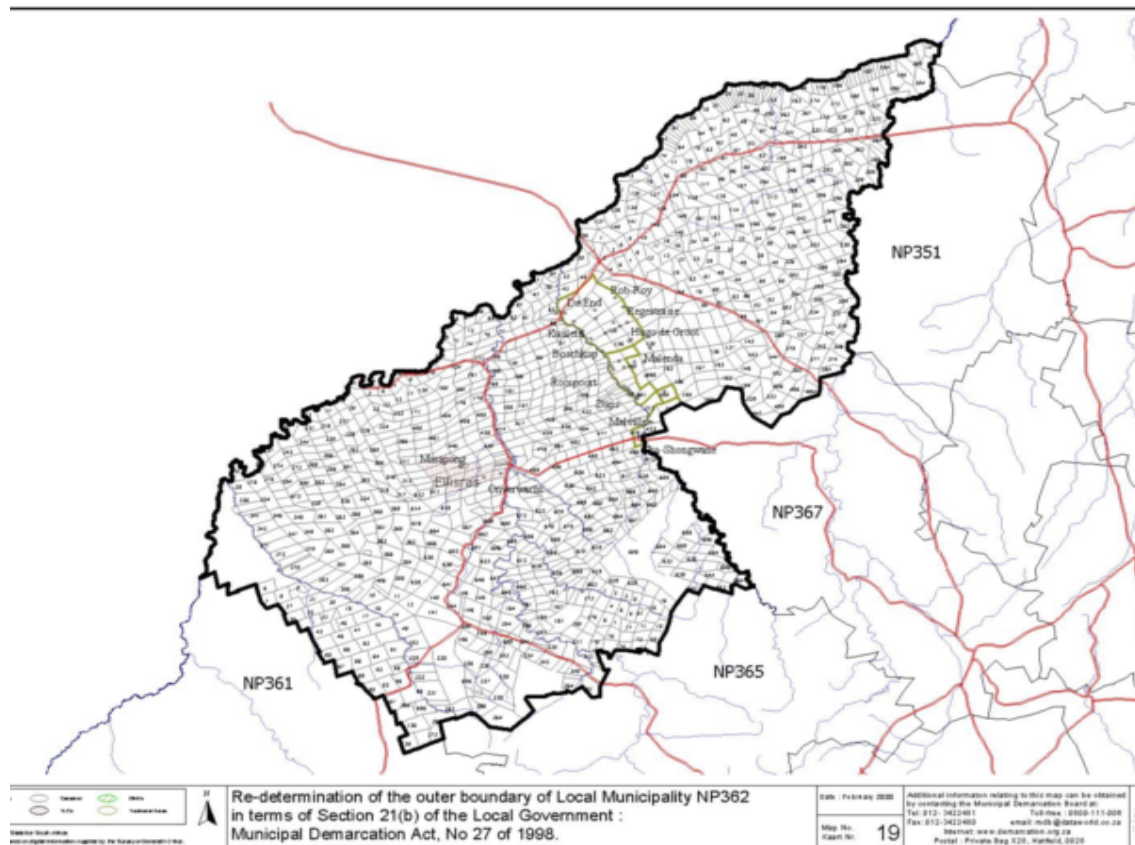
Lephalale municipality as a petro-chemical cluster is incomparable. The construction of the Greenfield coal-fired power station called Medupi in addition of the already existing Matimba Power Station and the Waterberg Coalfields have accelerated economic development. This development not only have a significant impact on the lives of communities of Lephalale, but it also provide challenges to us as local government in fields like infrastructure and delivery of services to the fast growing population of the previously small municipality. Municipal Systems Act requires a municipality to undertake developmentally-orientated planning and the Integrated Development Plan (IDP) is our guiding tool in this regard. Our annual planning is aligned with, and complement, the development plans and strategies of other organs of state so as to give effect to the principles of co-operative government as contained in section 41 of the Constitution 2010 has also brought along its own unique challenges. Our country will be hosting the most prestigious international soccer tournament and our challenge is to make sure that most of our communities were previously disadvantaged and can not afford the luxury of buying a single match ticket. Our challenge is how to make them feel part of this memorable event. We have a duty to make sure that Shongoane Sports Complex, as one of the designated FIFA Legacy Project, matches the standard of other Public Viewing Areas (PVA's) in the country.

AS NAIDOO
Municipal Manager

OVERVIEW OF THE MUNICIPALITY

Lephalale Municipal area covers 19 607 square kilometers. The municipal area, with the “capital town” of Lephalale, is situated in the Waterberg District Municipality jurisdiction.

Our municipality is characterized by the existence of a considerable number of disadvantaged communities inside the formal boundaries.



HISTORICAL BACKGROUND

The Lephalale area as part of the Waterberg has a long history of human occupation and has been inhabited by a succession of people over thousands of years. From the Stone Age people to the San, Khoi-khoi herders and Iron Age people, all have left their mark in the form of paintings or iron-melting furnaces. The region is rapidly emerging as one of the most important Khoi-San rock art sites in South Africa and boasts many fascinating rock paintings and geological sites.

LOCALITY

Lephalale Municipal area (NP362) is located in the north western part of Waterberg District of Limpopo Province and covers an area of 1 960 514, 42 ha or 19 605 hectares. It is bordering NP361 (Thabazimbi); NP365 (Modimolle); NP367

(Mogalakwena); NP351 (Blouberg). Its north-western border is also part of the border between South Africa and Botswana.

The town Lephalale (Ellisras/Onverwacht/Marapong) is located approximately 70 km from the Botswana border and approximately 300km north of Tshwane. It is situated between 23°30' and 24°00' south latitude and 27°30' and 28°00' east longitude. The town is bound in the east by the north flowing Mokolo River, a tributary of the Limpopo River.

Lephalale Town is situated on the farms/portions of the farms Grootfontein 501 LQ, Waterkloof 502 LQ, Onverwacht 503 LQ, Groothoek 504 LQ, Paarl 522 LQ, Schaapplaats 524 LQ, Peerboom 466 LQ, Grootestryd 465 LQ and Nelsonskop 464 LQ.

DEMOGRAPHICS

The present population of the Municipality consists of three components, which are the urban population residing in formal towns namely, Lephalale, (Onverwacht/Ellisras) and Marapong, the population residing in rural villages found in an area roughly 600 square kilometers northeast of Phalala river, and the rural or farming population. Currently the majority of people in the municipal area reside in the 38 villages.

The community survey conducted in February 2007 by statistics South Africa produced results indicating a population estimate of 80 000 only but household numbers of 23 745. The average household size of 3.3 while it is known that the majority of Lephalale actual figure is 3.9 indicates that these figures are probably incorrect and it is proposed that it be disregarded for the purpose of this planning cycle.

The current population of Lephalale for the IDP have been based on various sources of information, housing development programmes and surveys conducted at 105 423 which translates into 26 071 households.

Annual incomes

INCOME LEVEL	HOUSEHOLD	
	NUMBER	PERCENTAGE
Unemployed	15 381	31,3%
R0-R2400	2 537	5,1%
R2401-R6000	3 604	7,3%
R6001-R12 000	4 060	8,2%
R12 001-R18 000	5 396	10,9%
R18 001-R30 000	4 534	9,2%
R30 001-R42 000	3 385	6,8%
R42 001-R54 000	2 253	4,5%

INCOME LEVEL	HOUSEHOLD	
R54 001-R72 000	1 809	5,2%
R72 001-R96 000	1 554	3,6%
R96 001-R132 000	1 314	2,6%
R132 001-R192 000	1 169	2,3%
R192 001-R360 000	1 088	2,2%
R361 000+	1 064	2,1%
TOTAL	49 148	100%

Occupation structure

OCCUPATION	NUMBER	PERCENTAGE (0%)
Legislators, Senior Officials & Managers	1 064	3,1%
Professionals	2 257	6,6%
Technicians & Associate professionals	2 868	8,4%
Clerks	1 809	5,3%
Service workers, shop & market sales	3 385	10%
Skilled agriculture & fishery workers	3 534	10,4%
Craft & related trade workers	5 396	15,9%
Plant & Machine operators & assemblers	3 604	10,6%
Elementary occupations	7 850	23,2%
Occupations unspecified not elsewhere		0%
Undetermined	1 000	2,9%
TOTAL	33 767	100%

ECONOMIC ANALYSIS

Lephalale is defined by Limpopo Growth and Development Strategy as a coal mining and petrochemical cluster. The area is currently experiencing growth driven by mining expansion and construction of Medupi power station. The coal to liquid project that is currently being investigated by Sasol could broaden the opportunities for cluster formation. The local economy is dominated by the coal mine and the power station. Three clusters that are most relevant to Lephalale are firstly Coal & Petrochemical, secondly red meat and thirdly Tourism. Lephalale is currently in the first stages of considerable public sector investment, estimated at R80 billion over six years, for the construction of Medupi power station. Due to its vast coal reserve the municipality is being considered for a third power station and coal to liquid manufacturing plant.

The construction of a third power station at Lephalale after commissioning of Medupi is under consideration by Eskom. The construction of this future power station will

require the further expansion of the Grooteegeluk Coal Mine or alternatively the establishment of a new mine. The obvious growth of Lephalale that will stem from all these possible developments will necessitate significant expansion of the existing infrastructure that serves the town. One of government's key priorities is to increase economic growth and to promote social inclusion. The National Spatial Development Perspective (NSDP) is a critical instrument for policy Co-ordination, with regard to the spatial implications of infrastructure programmes in national, provincial and local spheres of government. Given government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion, the NSDP assists government in confronting three fundamental planning questions:-

Where should government direct its investment and development initiatives to ensure sustainable and maximum impact?

What kind of spatial forms and arrangements are most conducive to the achievements of the objectives of democratic nation-building and social and economic inclusion?

How can government as a whole capitalize on complementarities and facilitate consistent decision making and move beyond focusing on integration and coordination procedures to establishing processes and mechanism that will bring about strategic coordination, interaction and alignment?

Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key. Beyond the constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

In order to overcome the spatial distortion of the past, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centre.

The accelerated and shared growth initiative for South Africa (ASGISA) is derived from the objective of achieving a 6% growth rate for national economy, which will create the platform for halving unemployment and meeting social development targets. The government had to review this target as a result of global economic meltdown. The initiative requires the following specific actions:-

Strengthening the macro-economy, creating essential infrastructure, formulating and implementing sector and industrial strategies, promoting skills and education, supporting the second economy and improving public administration.

The joint initiative on priority skills acquisition (JIPSA) was formulated in response to the call by AsgiSA to fast-track the resolution of the skills shortages challenge in the country. The National Framework for LED in South Africa aims to support the development of local economies through integrated government action. The framework promotes a strategic approach to the development of local economies and a shift away from narrow municipal interests focused only on government inputs

into ad-hoc projects. The application of the National Spatial Development Perspective (NSDP), Industrial Policy, ASGI-SA and Provincial Growth and Development Strategies (PGDSs) through joint action with municipalities institutionalized in inter Governmental Relations forums, is the driving force for local and hence national economic growth and development.

As of the moment the Municipality has developed an LED strategy that conform to the National Guidelines with regard to LED Plan.

Key strategic thrusts

The key strategic thrusts recommended in this LED strategy are:

- I. Promoting the Coal and Petro-chemical Cluster
- II. Supporting livestock farmers on communal land
- III. Growing the tourism and recreation industry
- IV. Assisting the informal sector, and
- V. Improving service delivery.

Development potential of Lephalale

In contrast to the rest of the Waterberg District Municipality area, Lephalale is primarily a mining and industrial town. The main economic drivers are the Grooteegeluk Coal Mine, Matimba Power Station, Agriculture and tourism.

During mid-July 2006 Eskom announced that, as part of its R95 billion expansion programme, it would proceed with the construction of a 2 250 MW base load coal-powered station near Lephalale at a cost of R26 billion. This power station initially referred to as Matimba B, is known as Medupi. Simultaneously Exxaro Resources (then Kumba Resources) announced the expansion of its Grooteegeluk Coal Mine to supply the new power station with coal.

The construction of a third power station at Lephalale after commissioning of Medupi is under consideration by Eskom. The construction of this future power station will require the further expansion of the Grooteegeluk Coal Mine or alternatively the establishment of a new mine.

Meanwhile Anglo Coal is drilling to establish whether the Waterberg Basin has affordable sources of coal bed methane.

During the master planning process it became known that Sasol is considering the establishment of a petro-chemical plant in the Lephalale area.

The obvious growth of Lephalale that will stem from all these possible developments will necessitate significant expansion of the existing infrastructure that serves the town. The Municipality therefore decided to commission master planning of future infrastructure.

By the end of 2005 Lephalale Town (Ellisras, Onverwacht and Marapong) had approximately 5000 erven. Approximately 2615 of these erven were located in Ellisras and Onverwacht and approximately 2385 erven were located in Marapong.

Some of the above mentioned developments will have a significant impact on the growth of the town. The construction of Medupi and the associated expansion of the Grooteegeluk Coal Mine will result in doubling of the number of erven in Lephalale by 2016, should none of the other developments materialize. From 2012 onwards the potential growth will differ significantly, depending on which scenario actually realizes.

CHAPTER 2

PERFORMANCE HIGHLIGHTS

DEPARTMENTAL HIGHLIGHTS

BUDGET AND TREASURY

The department is in the process of implementing the new financial system which is SEBATA. The following modules were successfully implemented:

- Consolidated billings
- Cash book and cash management
- Creditors
- Reporting
- Payroll

CORPORATE SUPPORT SERVICES

Although the Directorate was lead by an acting Manager (Divisional Head Admin and Secretariat), for the whole twelve months, the Directorate managed to fulfill all it's core functions and obligations through the support and positive spirit of the staff in the Directorate,

The Human Resources Administration was done on a separate program from what was used in the salary office in Budget and Treasury Directorate. With the replacement of the former FINSTEL used in the Finance Directorate, it was possible that the same SEBATA could be installed to manage the Human Resources Administration. All officials in the HR Division went for training on the SEBATA system, which is a total different software program to manage, and at the end of the financial year, the shift to the new system was fully implemented.

A number of 72 new employees were appointed during the term of the report comparing to the 42 of the 2007/2008 period.

In the absence of a fleet management system, the renewal of vehicle licences, falls in arrears. This had a bad influence on service delivery and during discussions in a Management Meeting it was resolved that the administration for the renewal of the vehicle licenses be referred back from the workshop to the records office. The backlog was within 2 months be reduced from 35 vehicles to 4 of which 3 were pending due to road worthy certificates.

Due to the effect of the new development in Lephalale, the workload in the Records Office escalated by large. A new position of Records Officer L6, was filled and the total number of new amendment schemes increased from 35 in 2007/2008 to 148 during the 2008/2009 period. This can be used as a good comparison to proof the increased workload which had a huge effect on all documentation received. That leave the Section with no alternative than to budget for a new safe for the

safekeeping of records, in the 2010/2011 Budget and IDP. The position of a Support Officer, recommended by the AG during 2007, has also been filled.

SOCIAL SERVICES

SERVICE	PRIORITIES	KEY SUCCESSES	CHALLENGES
Road Safety, Traffic and Law enforcement		Law enforcement ranging from driving offences, defects, general offences and operations with various law enforcement agencies.	Provision of an effective law enforcement program and traffic safety campaigns to reduce road accidents.
Disaster Management	<p>Review of disaster management plan and implementation of strategies to address disaster relief.</p> <p>Provide basic relief for homeless due to shack fires and storms.</p>	The disaster management plan was reviewed and approved by council.	<p>Completion of the Disaster Management Centre remains a challenge.</p> <p>To increase the capacity of the disaster management by increasing the number of personnel.</p>
Occupational Health and Safety and Risk management	<p>Compilation of SHE Strategic documents.</p> <p>Appointment of Safety Reps</p>	<p>The following policies and procedures were drafted:</p> <ul style="list-style-type: none"> -Safety Health & Environmental (SHE) Policy. -Personal Protective Equipment (PPE) policy -Compensation Of Occupational Injuries & Diseases Act (COIDA) Policy. -Injury On Duty Reporting and Investigation Procedure. -Emergency Response Plan. -Contractors Management Policy. -Constitution for SHE Committees. -SHE Toolbox Talks Notes. -SHE Files. -Induction Training Manuals and presentations. <p>13 Health & Safety Representatives for Workshops & 8 for offices were nominated.</p> <p>-Appointment letters for SHE Reps, Committee Members, Committee Chairperson, First</p>	Attendance of safety meetings by safety representatives remain a challenge.

SERVICE	PRIORITIES	KEY SUCCESSES	CHALLENGES
		Aiders, Evacuation Controllers, Wardens, 16.2 & Reporting Officers were drafted.	
Safety and Security	<p>Effective monitoring of CCTV in the civic centre and workshop.</p> <p>Conduct risk assessment and compile contingency plan to address the risks.</p> <p>Implementation of standardized register for asset removal.</p>	<p>Physical monitoring of the system undertaken regularly and deviations reported.</p> <p>Risk assessment conducted.</p>	<p>Not all areas covered due to budgetary constraints. The lightening protection has not yet been installed and therefore system has tendency to malfunction after adverse weather conditions.</p> <p>Some employees take time to adjust to the new system.</p>
Registering Authority	<p>Application and issuing of learners' licenses, driving licenses, PDP's and related transactions.</p> <p>Application for registration and licensing of motor vehicle and related transactions.</p> <p>Draft terms of reference for compilation of Integrated Transport Plan.</p> <p>Review of agency agreement between the municipality and the Department of Transport.</p>	<p>10 506 applications were received and processed.</p> <p>2803 vehicles were registered and 24 538 vehicles were licensed. Revenue generated for the DOT amounts to R7,529m and R,950m for the municipality.</p> <p>ToR compiled and service provider appointed for the compilation of ITP.</p> <p>No consensus reached regarding the new MoU. The agency agreement was therefore extended until 30 June 2010 to allow for further negotiations.</p>	<p>The increase in the demand for learner and driving licenses by far surpasses our capacity to meet demands.</p> <p>The new MoU stipulates more conditions that will reduce revenue for the municipality.</p>
Library, Arts and Culture	<p>Preparation of library materials through classification and cataloguing.</p> <p>Marketing and promotion of library.</p>	<p>95% of all new library stock catalogued and classified.</p> <p>Three promotional programmes arranged. One hundred and twenty new members registered.</p>	<p>Budgetary constraints to</p>

SERVICE	PRIORITIES	KEY SUCCESSES	CHALLENGES
	<p>Compilation of community profile.</p> <p>Customer care</p>	<p>Only one survey conducted</p> <p>Suggestion box placed in each library. Users encouraged to sign visitor's book.</p>	<p>conduct research.</p>
Waste Management	<p>Waste removal: the removal of any household waste and the disposal of such waste in the landfill site in accordance with the waste schedule and routes.</p> <p>Daily cleansing of public streets, roads, and other public places and public conveniences manually/mechanically.</p> <p>Draft ToR for compilation of Integrated Waste Management Plan.</p>	<p>All 7577 household and all new extensions services weekly and all businesses serviced daily.</p> <p>All areas services as per schedule.</p> <p>ToR drafted and forwarded to DPLG for appointment of A PSP for compilation of IWMP.</p>	<p>Scheduled reviewed weekly due to the rapid growth in town. New teams and fleet needed to service all new extensions.</p> <p>Due to increase in economic activity and number of people in town littering and illegal dumping are increasing. Additional personnel needed to keep these areas clean.</p>
Municipal Parks, Sport, Cemeteries and Recreational Facilities.	<p>Training and development of staff:</p> <p>Maintenance of municipal parks and memorial gardens.</p> <p>Environmental management: Eradication of alien trees and vegetation in the identified areas.</p> <p>Greening Plan – Planting of trees to improve quality of life.</p> <p>Maintenance of sport facilities.</p>	<p>12 staff members were trained in the standards operating procedures for pruning of trees, digging of graves, planting of trees.</p> <p>All municipal parks and cemeteries maintained in accordance with schedule.</p> <p>20 000 hectares of land were cleared off alien vegetation. Twenty temporary jobs were created.</p> <p>1000 trees were planted in the rural parts of Lephalale as part of the municipality's greening initiatives and Arbor Day Celebrations.</p> <p>Execution of plan as scheduled.</p>	<p>None of the capital projects approved due to budgetary constraints.</p> <p>Vandalism of the sport facility at Thabo Mbeki remains a challenge.</p>

SERVICE	PRIORITIES	KEY SUCCESSES	CHALLENGES
Housing	<p>Facilitate the inclusion of Housing Chapter (sector plan) in the IDP.</p> <p>Beneficiary administration (including screening done by LG&H)</p> <p>Construction of BNG 472 units in the rural parts of Lephalale.</p> <p>Construction of 2516 units in Lephalale. Housing Consumer Education</p> <p>Identification of potential beneficiaries for approved projects.</p>	<p>Housing Chapter approved by Council and included in the IDP of the municipality.</p> <p>1124 subsidy applications approved.</p> <p>361 units completed.</p> <p>1642 houses completed. 321 of the 400 targeted beneficiaries were trained.</p> <p>477 of the targeted 1072 of the most needy potential beneficiaries were identified.</p>	<p>Legal action by the Dept of LG&H against some developers caused the delay. Financial mismanagement on the part of the developers is also a problem. Beneficiaries in the urban areas are reluctant to attend training.</p> <p>Other envisaged projects did not materialize.</p>

INFRASTRUCTURE SERVICES

Key issues for 2008/9 were:

Water Services

- Implementation of the water conservation and water demand management programme at schools, villages and urban area
- Implementation and continuous improvement of the asset management
- Implementation of cost recovery programme in villages
- Drilling and equipping of three boreholes in Letlora village
- Detailed planning for bulk infrastructure
- Implementation of water extension project in villages and refurbishing water pipes in the urban area

Public Works

- Upgrading gravel access road to pavement in Setateng
- Construction of ring road in town
- Extension of a 0,6 km storm water channel in Setateng
- Effective maintenance of roads in municipal area
- Resealing of Jan Lee street in town
- Cleaning of streets in Marapong, town and Setateng
- Construction of an additional internal tar roads approximating 10km
-

Sanitation

- Constructed 1357 VIP toilets in villages
- Constructed a 2km outfall sewer pipeline
- Installation of irrigation system at the oxidation ponds
- Maintenance of 36 pump stations
- Training of 54 staff members on technical skills

Electricity

- Electrification of 400 households in Marapong
- Construction of additional 10mva at Mini-sub station
- Completed the Maletswai electrification project

Project Management

- Effective management of MIG programme and funding
- Monitoring and evaluation of EPWP Projects
- 100% expenditure on capital funding

DEVELOPMENT PLANNING

Key issues for 2008/9 were:

Tourism and Marketing

Lephalale is the undisputed “Heartbeat of the Waterberg Bushveld”. Special emphasis is placed on the enhancement of eco-tourism, cultural tourism, adventure tourism and business tourism. Highlights achieved during the year of report include:

This division remains without personnel since the passing on of the late Mr. Johan Erasmus who was the divisional head. The post was advertised on two occasions and no appropriate candidate could be found. The Manager: Development Planning Services took over responsibilities in this division assisted by other staff members on the interim. Albeit challenges of staff shortage, several activities were executed among others the understated:

- The updated Lephalale Tourism map
- Updated the rooster on the accommodation and hospitality facilities
- The updated Limpopo Province Fact filer accommodation guide, Incentives, Conferences and Wellness guide, Self-drive routes guide as well as the Limpopo adventure guide
- Successful participation in the Lephalale Bushveld Festival during July 2009.
- Enhancement of the Lephalale Tourist routes, namely Marula, Waterberg, Limpopo, Mokolo and Heritage routes.
- Participation in the Tourism Indaba

Land Use and Building Control

This division is headed by Ms Catchlife Mutshavi, the Divisional Head Land Use and Building Control. The major development unfolding in and surrounding town has prompted an increase in the number of land use and building plan applications to be processed.

The other major highlight during the financial year in question was the process of reviewing our spatial development framework with valuable inputs received from members of the public. We are one of the top municipalities in the Limpopo province to have our town planning scheme extended to cover our whole municipal area.

A GIS Officer was also appointed to manage the day to day operation of the (Geographical Information System). It is currently in the process of being upgraded and new software compatible with latest technology also acquired to satisfy our needs and already a valuable tool and component of land management in this municipality. We are tapping on external expertise as well in this regard. Spatial data analysis and cadastral data on land utilities such water; electricity, sewer, and storm water for seven new development extensions. In overall data for 10 028 erven was captured and or updated through our system during the year in reporting.

New software was purchased to ensure that our system is on compatible to latest technology. This year we have also attended to our normal duties and have also finished the planning process for several township extensions in the municipal area.

The formalization of villages which is high on our priority list, we will continue to engage the Department of Provincial and Local Government to discuss alternative options towards formalising these areas and funding for the entire process.

Integrated Development Planning

Process planning

The IDP review process commenced in September 2008 after Council adopted the process plan. It was characterised by a comprehensive assessment of the legislative and policy trends, institutional analysis and performance assessment.

The activity schedule was implemented as planned. Community needs were sourced during various ward consultation and other public engagements and populated on matrix format into the IDP. Council has also established structures to manage this process. The Municipal Manager and the Mayor are key drivers of the process from a political and administrative perspective respectively.

IDP Approval

The draft was distributed for comments were invited from Communities during the window period prescribed by law. The final IDP was also presented by the Mayor for Council approval within the timeframes permitted by LAW on the 25 May 2009.

Local Economic Development

The Lephalale Development Company became dysfunctional as a municipal entity to steer development and the municipality in partnership with other major stakeholders established the Lephalale Development Forum with five working groups attached to it. The five working groups are: Infrastructure Services, Housing, LED and Beneficiation, Skills & Labour and Social Services

The municipality in the light of the above also initiated an LED strategy development process that was funded by the EU-LED unit of the DLG&H. Glen Steyn and Associates were appointed to assist the municipality in developing an LED strategy and further capacitate officials in the LED unit. This process continued until a final draft was produced in June 2009 and further inputs were still to be incorporated prior to presentation to Council for approval. Ideally, the strategy will not be approved by Council by the end of the financial year.

FREE BASIC SERVICES / BASIC SERVICES RENDERED / SERVICE DELIVERY BACKLOGS

SANITATION	2006/07	2007/08	2008/09
Number of households	32 797	32 797	26 231
Minimum standard of service	VIP	VIP	
Number of households not receiving the minimum standard of service at the beginning of the financial year	16 098	3 998	1 597
Number of households provided with minimum standard of service during the financial year	6 050	2 401	1 052
Number of households not receiving the minimum standard of service at the end of the financial year	3 998	1 597	545
WATER			
Number of households	32 797	32 797	26 231
Minimum standard of service rendered	RDP	RDP	RDP
Number of households not receiving the minimum standard of service at the beginning of the financial year	9 180	7 344	5 758
Number of households provided with free basic water	4 084	4 084	4 084
Number of households provided with minimum standard of service during the financial year	2 295	1 836	1 440
Number of households not receiving the minimum standard of service at the end of the financial year	7 344	5 758	4 319

	2006/07	2007/08	2008/09
ELECTRICITY			
Number of households	32 797	32 797	32 797
Minimum standard of service	50kWh	50kWh	50kWh
Number of households not receiving the minimum standard of service at the beginning of the financial year	18 691	4 056	4 056
Number of households provided with minimum standard of service during the financial year	14 633	3 055	100
Number of households not receiving the minimum standard of service at the end of the financial year	4 056	1 001	1 400
This revolves around the backlog of houses not electrified in the Municipality			
REFUSE REMOVAL			
Number of households	32 797	32 797	9 590
Minimum standard of service rendered	Once a week	Once a week	Once a week
Number of households not receiving the minimum standard of service at the beginning of the financial year	3 551	5 051	16 641
Number of households provided with minimum standard of service during the financial year	1 350	2 526	240
Number of households not receiving the minimum standard of service at the end of the financial year	2 201	2 525	16 641
HOUSING			
Number of households	32 797	32 797	32 797
Minimum standard of service rendered	40m ²	40m ²	45m ²
Number of households not receiving the minimum standard of service at the beginning of the financial year	7 091	6 900	6 900
Number of households provided with minimum standard of service during the financial year	191	1 585	550
Number of households not receiving the minimum standard of service at the end of the financial year	6 900	10 400	10 400

The Municipality continues to provide free water of 6 kilolitres per household per month (*indigent households receive 10 kilolitres*) and 50 kilowatt of free electricity per household per month in terms of national government's policy directives and to address poverty in the municipal area.

	2006/07	2007/08	2008/09
Free water:			
• All residents	32 757	32 757	-
• Indigent residents	938	1 100	966
Free electricity:			
• All residents	32 797	32 797	-
• Non municipal supply – basic electricity	2 300	3 438	3 027
Sewerage: Basic	938	1 100	966
Refuse removal: Indigents	938	1 100	
Indigent subsidy (property rates)	938	1 100	Not rated as per ALT
Income level for registration of indigents	1 100	1 500	1 500
Number of registered indigents	2 300	3 438	3 027

ZONING AND BUILDING PLANS

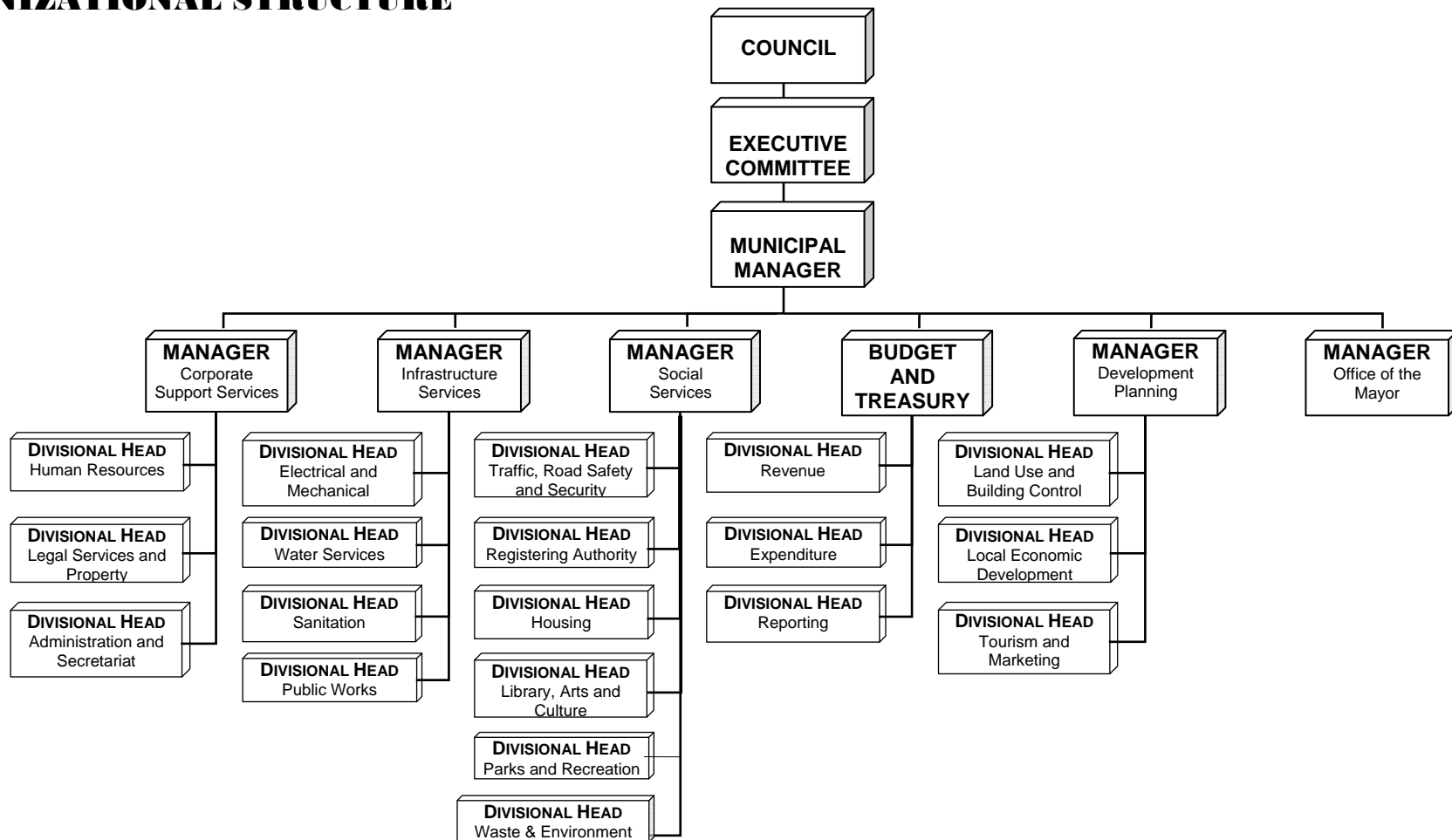
Approval of zoning and building plan applications were as follows:

Applications outstanding on 1 July 2008	Category	Number of new applications received during 2008/09	Number of applications outstanding on 30 June 2009
178	Residential new	1001	649
22	Residential additions	56	29
8	Business	14	4
4	Industrial	8	3
4	Other (agricultural)	28	19
22	Rezoning and subdivisions	75	7
5	Township establishment	19	10

CHAPTER 3

HUMAN RESOURCES AND ORGANIZATIONAL MANAGEMENT

ORGANIZATIONAL STRUCTURE



STAFFING INFORMATION

The table below indicates the terminations during the financial year 2008/9

NB. Please report the total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management	1										1
Professionally qualified and experienced specialists and mid-management	3				3						6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1	4			2			7
Semi-skilled and discretionary decision making	1										1
Unskilled and defined decision making	11				1						12
TOTAL PERMANENT	16			1	8			2			27
Temporary employees											
GRAND TOTAL	16			1	8			2			27

The table below indicates the total number of employees recruited for the financial year 2008/9

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management	1				1						2
Professionally qualified and experienced specialists and mid-management	13				2						15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	10			4	8			3			25
Semi-skilled and discretionary decision making	2										2
Unskilled and defined decision making	21				7						28
TOTAL PERMANENT	47			4	18			3			72
Temporary employees											
GRAND TOTAL	47			4	18			3			72

Staff establishment as at 30 June 2009

FUNCTION	Total Approved Posts	No.of Filled Posts	Number of Vacancies	% of Vacancies
Office of the Municipal Manager	12	8	3	33.3
Budget & Treasury	28	27	1	3.6
Corporate Services	32	28	4	12.5
Social Services	123	121	2	1.6
Infrastructure Services	154	141	13	8.4
Development Planning	13	11	2	15.4
Total	362	336	25	100

EMPLOYMENT EQUITY

Workforce profile as at 30 June 2009

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4			0	1			1			6
Senior management	8			5	4			0			17
Professionally qualified and experienced specialists and mid-management	16			4	3			2			25
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	52			7	38			6			103
Semi-skilled and discretionary decision making	20			0	0			0			20
Unskilled and defined decision making	135			1	28			0			164
TOTAL PERMANENT	235			17	74			9			335
Temporary employees											
GRAND TOTAL	235			17	74			9			335

SKILLS DEVELOPMENT

The table below: Skills Development Programmes 2008/9

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management									
Senior management	6			4	2				12
Professionally qualified and experienced specialists and mid-management	5			0	2			2	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15			2	14			3	34
Semi-skilled and discretionary decision making									
Unskilled and defined decision making	1				1				2
TOTAL PERMANENT	27			6	19			5	57
Temporary employees									
GRAND TOTAL	27			6	19			5	57

PERSONNEL EXPENDITURE TRENDS

Financial year	R'000 (Audited actual)	% of total expenditure
2003/04	27 671 996	43%
2004/05	33 432 780	42%
2005/06	42 116 460	45%
2006/07	46 553 080	42%
2007/08	50 874 574	36%
2008/09	59 342 379	38%

For the first time in the past 5 financial years personnel expenditure as a percentage of total operating expenditure dropped below 40% to 36%.

PENSION AND MEDICAL AID FUNDS

Pension and provident funds

Name of fund	30 June 2009	
	Members	%
Municipal Councillors Pension Fund	24	6,59
Municipal Workers Pension Fund	100	27,47
IMATU Retirement	11	3,02
SALA	2	0,55
SAMWU Pension Fund	146	40,11
GRPF	51	14,02
GEPF	30	8,24
	364	100,0

The municipality's actual expenditure for the 2008/09 financial year in respect of employer's contributions amounted to R5 784 638.

Medical aid funds

Name of fund	30 June 2009	
	Members	%
Hosmed	2	1,44
Bonitas	81	58,27
Samwu Med	27	19,42
L A Health	8	5,76
Key Health	21	15,11
	139	100,0

The municipality's actual expenditure for the 2008/08 financial year in respect of employer's contributions amounted to R1 624 357.

SALARY DISCLOSURES

Councillors Actual (Remuneration of Public Office Bearers Act)

	2007/08	2008/09
	R	R
Mayor	350 472	389 023
Speaker	280 377	311 219
Executive Committee Members	959 418	1 064 955
Councillors	1 787 397	1 984 002
Councillors' pension contributions	469 129	590 633
Telephone allowances	215 945	263 064
Travelling allowances	646 750	814 006
	4 709 488	5 416 902

Senior Management (Section 57 employees)

Designation	Remuneration package per annum 2007/08 R	Remuneration package per annum 2008/09 R
Municipal Manager	801 565	878 221
Chief Financial Officer	358 334	704 743
Manager: Corporate Support Services	40 143	0
Manager: Social Services	662 094	744 465
Manager: Planning and Development Services	631 518	922 082
Manager: Infrastructure Services	57 756	0

The actual remuneration packages of senior management for the 2007/08 financial year were influenced by the expiry of employment contracts and the subsequent recruitment of incumbents during the course of the financial year.

CHAPTER 4

AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION

REPORT OF THE CHIEF FINANCIAL OFFICER

The Lephalale Local Municipality has reported a net surplus of R 59 421 thousand for the year against a forecast of R53 714 thousand. The Municipality's own revenue increased from R82 million in the 2007/2008 to R142 million in the 2008/2009 financial year. Repairs and Maintenance on infrastructure and other assets of the Municipality increased from R10 million in the 2007/2008 financial year to R16 million in the 2008/2009 financial year. The increase in the maintenance is an indication that the assets of the municipality need to start looking into better ways of upgrading the current infrastructure or replace them.

During the financial year 2007/2008 the Municipality's financial healthiness has improved. This evident from the fact the municipality ended the financial year with a positive bank balance of R107 million. The following liquidity ratios are an indication of the ability of the Municipality to pay its operational obligation as they become due.

	2008	2009
Degree of Solvency Ration	4:1	5:1
Current Ratio	2:1	3:1
Acid Test Ratio	2:1	3:1
Debtors Collection Period	47 days	50 days

The debtors' collection period shows that it still takes longer than the average of 30 days for the Municipality to collect from its customers. More effort needs to be put in place in order to improve on the collection rate of the Municipality's debt.

It must be stated that the Municipality got another Disclaimer audit opinion for the financial 2008/2009.

In conclusion the municipality is facing a huge challenge in terms of its financial capacity due to the rapid growth happening in the municipality. There is going to be a huge challenge on the management and other stakeholders to enable the Municipality to be able to absorb the big demand and pressure from the required developments in the coming financial year. It must further be emphasized that there is still a big challenge ahead for the municipality to get an unqualified report as this is a process which is not easy to achieve overnight.

N C LEKAKA
CHIEF FINANCIAL OFFICER

REPORT OF THE AUDITOR-GENERAL ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF LEPHALALE MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2009

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Lephalale Municipality which comprise the statement of financial position, the statement of financial performance, the statement of net changes in assets and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages x to x.

The accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the Statements of General Recognised Accounting Practice (Statements of GRAP), as set out in accounting policy note 1 and in the manner required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. Paragraph 11 *et seq.* of the Statement of Generally Recognised Accounting Practice, GRAP 1 *Presentation of Financial Statements* requires that financial

reporting by entities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget. As the budget reporting standard is not effective for this financial year, I have determined that my audit of any disclosures made by the Lephalale Municipality in this respect will be limited to reporting on non-compliance with this disclosure requirement

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for disclaimer of opinion

Corresponding figures

8. I was unable to express an opinion on the financial statements of Lephalale Municipality in my previous report dated 30 November 2008. I was unable to obtain sufficient and appropriate audit evidence as to whether the matters previously reported had been adequately resolved and that the financial statements did not contain misstatements that materially affect the municipality's operations and cash flows for the year under review. Consequently I am unable to express an opinion on the opening balances for the following accounts;
- Investments amounting to R238,549
 - Property Plant and Equipment amounting to R138.7 million
 - Accounts receivable R9.6 million
 - Creditors R16.9 million

Accumulated surplus

9. Included in the balance of R185.5 million are government grant reserve, capitalisation reserve, capital replacement reserve, insurance, donations and public contributions reserves opening balance of R 160.3 million which could not be substantiated against supporting documentation. Alternative audit procedures could not be performed to confirm that all information pertaining to the accumulated surplus balance has been recorded at appropriate amounts

Accounts receivable

10. The VAT refundable of R3.5 million could not be substantiated against documentation. Alternative audit procedures could not be performed to confirm the VAT refundable balance and as a result I could not satisfy myself that all information pertaining to the VAT refundable balance has been recorded at appropriate amounts

Public contributions and donations

11. Included in public contributions revenue of R35.4 million, is an amount of R975 834 which could not be substantiated against documentation. No proper record was kept for these public contributions and donations. The municipality's records did not permit the performance of alternative procedures, and I was therefore unable to verify that the recorded revenue is accurate and represents all public contribution and donations that occurred.

Operating expenses

12. General expenditure and bulk purchases amounting to R937 054 and R1.2 million respectively could not be substantiated against documentation. The municipality's records did not permit the application of alternative audit procedures regarding general expenditure and bulk purchases. I was therefore unable to verify that the recorded expenditure is accurate and represents all expenses that occurred in the current year.

Disclaimer of opinion

13. Because of the significance of the matters described in the Basis for disclaimer of opinion paragraphs, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, I do not express an opinion on the financial statements.

Emphasis of matters

Without qualifying my opinion, I draw attention to the following matters:

Significant uncertainty

14. With reference to note 30 to the financial statements, the municipality has disclosed various contingent liabilities, the outcome of these liabilities cannot be determined at present.

Fruitless expenditure

15. As disclosed in note 34.1 to the financial statements, fruitless expenditure to the amount of R980 000 was incurred on payment to a consultant for a project that had not been completed at year-end.

Restatement of corresponding figures

16. As disclosed in note 32 to the financial statements, the corresponding figures for 30 June 2008 have been restated as a result of errors discovered during the current year in the financial statements of the Lephalale Municipality at, and for the year ended 30 June 2008.

Other matters

Without qualifying my audit opinion, I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

Unaudited supplementary schedules

17. The supplementary information set out on pages X to X does not form part of the financial statements and is presented as additional information. I have not audited this and accordingly I do not express an opinion thereon.

Non-compliance with applicable legislation

Municipal systems Act, 2000 (Act 32 of 2000)

18. The appointments of the section 57 managers and the municipal manager were not subject to a separate performance agreement as prescribed by section 57
19. The municipality did not make their quarterly report on the implementation of their Supply Chain Management policy public, in the manner required by section 21A of the Act.

Governance framework

20. The governance principles that impact the auditor's opinion on the financial statements are related to the responsibilities and practices exercised by the accounting officer and executive management and are reflected in the key governance responsibilities addressed below:

Internal control deficiencies

21. Section 62(1) (c) (i) of the MFMA states that the accounting officer must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the deficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. In some instances deficiencies exist in more than one internal control component.

Par. no.	Basis for qualified opinion	CE	RA	CA	IC	M
8	Corresponding figures	6	1	2	3	1
9	Accumulated surplus/(deficit)	6	1	2	3	1
10	Accounts receivable	6	1	2	3	1
11	Public contributions and donations	6	1	2	3	1
12	Operating expenditure	6	1	2	3	1

22. Corresponding figures and accumulated surplus: the accounting officer did not follow-up on the progress of the municipality's action plan to address prior year audit findings.
23. Public contributions donations: the revenue department did not keep proper records of the public contributions and donations when these funds were received.
24. Accounts receivable: the correspondence between SARS and the municipality pertaining to the VAT account is not filed and reconciled with the accounting records by the chief financial officer.
25. Operating expenditure: The expenditure division does not have a proper document filing system, documents are not filed in a manner that provides for easy identification by the division personnel.

Legend	
CE = Control environment	
The organisational structure does not address areas of responsibility and lines of reporting to support effective control over financial reporting.	1
Management and staff are not assigned appropriate levels of authority and responsibility to facilitate control over financial reporting.	2
Human resource policies do not facilitate effective recruitment and training, disciplining and supervision of personnel.	3
Integrity and ethical values have not been developed and are not understood to set the standard for financial	4

reporting.	
The accounting officer/accounting authority does not exercise oversight responsibility over financial reporting and internal control.	5
Management's philosophy and operating style do not promote effective control over financial reporting.	6
The entity does not have individuals competent in financial reporting and related matters.	7
RA = Risk assessment	
Management has not specified financial reporting objectives to enable the identification of risks to reliable financial reporting.	1
The entity does not identify risks to the achievement of financial reporting objectives.	2
The entity does not analyse the likelihood and impact of the risks identified.	3
The entity does not determine a risk strategy/action plan to manage identified risks.	4
The potential for material misstatement due to fraud is not considered.	5
CA = Control activities	
There is inadequate segregation of duties to prevent fraudulent data and asset misappropriation.	1
General information technology controls have not been designed to maintain the integrity of the information system and the security of the data.	2
Manual or automated controls are not designed to ensure that the transactions have occurred, are authorised, and are completely and accurately processed.	3
Actions are not taken to address risks to the achievement of financial reporting objectives.	4
Control activities are not selected and developed to mitigate risks over financial reporting.	5
Policies and procedures related to financial reporting are not established and communicated.	6
Realistic targets are not set for financial performance measures, which are in turn not linked to an effective reward system.	7
IC = Information and communication	
Pertinent information is not identified and captured in a form and time frame to support financial reporting.	1
Information required to implement internal control is not available to personnel to enable internal control responsibilities.	2
Communications do not enable and support the understanding and execution of internal control processes and responsibilities by personnel.	3
M = Monitoring	
Ongoing monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial reporting.	1
Neither reviews by internal audit or the audit committee nor self-assessments are evident.	2
Internal control deficiencies are not identified and communicated in a timely manner to allow for corrective action to be taken.	3

Key governance responsibilities

26. The MFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of key governance responsibilities, which I have assessed as follows:

No.	Matter	Y	N
Clear trail of supporting documentation that is easily available and provided in a timely manner			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.		✓
Quality of financial statements and related management information			
2.	The financial statements were not subject to any material amendments resulting from the audit.		✓
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.		✓
Timeliness of financial statements and management information			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines (section 126 of the MFMA).	✓	
Availability of key officials during audit			
5.	Key officials were available throughout the audit process.	✓	
Development and compliance with risk management, effective internal control and governance practices			

No.	Matter	Y	N
6.	Audit committee		
	• The municipality had an audit committee in operation throughout the financial year.		✓
	• The audit committee operates in accordance with approved, written terms of reference.		✓
	• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166(2) of the MFMA.		✓
7.	Internal audit		
	• The municipality had an internal audit function in operation throughout the financial year.	✓	
	• The internal audit function operates in terms of an approved internal audit plan.	✓	
	• The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165(2) of the MFMA.		✓
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.	✓	
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.	✓	
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	✓	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in section 62(1)(c)(i) of the MFMA.		✓
12.	Delegations of responsibility are in place, as set out in section 79 of the MFMA.	✓	
Follow-up of audit findings			
13.	The prior year audit findings have been substantially addressed.		✓
Issues relating to the reporting of performance information			
14.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.		✓
15.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.		✓
16.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the Lephalale Municipality against its mandate, predetermined objectives, outputs, indicators and targets (section 68 of the MFMA).		✓
17.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.		✓

27. The accounting officer did not ensure that information required for audit purposes was submitted.
28. Management's inadequate monitoring and supervision over financial reporting and the compilation of the financial statements however necessitated numerous amendments to the financial statements and lack of substantiating documentation
29. The audit committee did not perform the majority of its functions in the 2008/2009 financial year as a result of lack of capacity as the committee had only 2 members who only met twice during this financial period, their contracts ended in February 2009.
30. The performance of internal audit is not adequately monitored by the audit committee. There is no other governance body that monitors the activities of the internal audit function.
31. The accounting officer did not ensure that risk assessment was performed during the period.
32. Council did not perform its duties pertaining to the assessment of the audit committee's effectiveness.
33. The availability of management and key officials during the audit process resulted in an improvement in the quality of the financial statements, compared to the prior year.

34. Those charged with governance do not consider performance information reporting a priority.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on performance information

35. I have reviewed the performance information as set out on pages ___ to ___.

The accounting officer's responsibility for the performance information

36. In terms of section 121(3)(c) of the MFMA, the annual report of a municipality must include the annual performance report of the municipality, prepared by the municipality in terms of section 46 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

The Auditor-General's responsibility

37. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008* and section 45 of the MSA.

38. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

39. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the findings reported below.

Findings on performance information

Non-compliance with regulatory requirements

Content of integrated development plan

40. The integrated development plan of the Lephalale Municipality did not include the key performance indicators and performance targets determined in terms of its performance management system, as required by sections 26(i) and 41(1)(b) of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001.

Lack of adoption or implementation of a performance management system

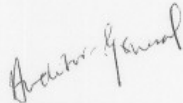
41. The municipality did not implement a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players, as required in terms of regulations 7 and 8 of the Municipal Planning and Performance Management Regulations, 2001 (the Regulations).

Source information not accurate and complete

42. Sufficient appropriate audit evidence to substantiate the reported performance information in the annual performance report could not be obtained.

APPRECIATION

43. The assistance rendered by the staff of the Lephalale Municipality during the audit is sincerely appreciated.



Polokwane

12 February 2010



AUDITOR GENERAL
SOUTH AFRICA

Auditing to build public confidence

AUDITED FINANCIAL STATEMENTS

Statement of financial position

NET ASSETS AND LIABILITIES	Note	2009 R	2008 R
			RESTATED
Net Assets		219,727,562	160,306,043
Government Grant Reserve		0	0
Capitalization Reserve		-	-
Capital Replacement Reserve		(0)	-
Insurance		-	-
Donations and public contributions reserves		-	-
Revaluation Reserve		34,180,900	34,180,900
Accumulated Surplus/(Deficit)		185,546,662	126,125,143
Non-current liabilities		15,679,635	15,996,886
Long-term liabilities	1	15,679,635	15,996,886
Non-current provisions		-	-
Current liabilities		45,324,229	33,709,635
Consumer deposits	2	5,530,422	4,138,280
Provisions		-	-
Creditors	3	21,146,927	16,886,941
Unspent conditional grants and receipts	4	16,653,673	11,115,314
VAT	5	-	-
Current portion of long-term liabilities	1	1,993,207	1,569,100
Total Net Assets and Liabilities		280,731,425	210,012,564
ASSETS			
Non-current assets		146,773,254	138,986,380
Property, plant and equipment	6	146,673,220	138,747,921
Investments	7	100,034	238,459
Long-term receivables	8	-	-
Current Assets		133,958,171	71,026,183
Inventory	9	8,093,512	1,744,212
VAT	5	3,493,653	890,667
Consumer Debtors	10	14,377,706	9,626,557
Other Debtors	12	49,815	48,590
Current portion of long-term debtors	8	-	24,722
Bank balances and cash	13	107,943,485	58,691,435
Total Assets		280,731,425	210,012,563
		(0.14)	(0)

Statement of financial performance

	Note	2009 R	2008 R
			RESTATED
REVENUE			
Property Rates	14	15,778,796	21,275,390
Property rates - penalties imposed and collection charges		-	-
Service charges	15	64,622,405	45,287,564
Rental of facilities and equipment		138,125	117,616
Interest earned - external investments		8,682,766	5,318,131
Interest earned - outstanding debtors		3,341,047	1,357,254
Fines		451,805	389,959
Licenses and permits		3,308,475	3,656,965
Government grants and subsidies	16	74,979,064	63,137,080
Other income	18	10,426,151	2,811,753
Public contributions and donations		35,413,772	29,628
Increases in the fair value of investments		-	-
Gains on disposal Investment		3,937	1,786,252
Total Revenue		217,146,342	145,167,592
EXPENDITURE			
Employee related costs	19	53,925,477	46,165,086
Remuneration of Councilors	20	5,416,902	4,709,488
Bad Debts Collection costs		6,936,065	4,261,428
Depreciation		7,568,448	7,255,243
Repairs and maintenance		16,130,864	10,333,389
Interest paid	21	2,033,123	1,811,211
Bulk purchases Contracted services	22	26,228,304	18,987,957
Grants and subsidies paid	23	645,904	562,502
General expenses		38,794,544	45,613,176
Loss on disposal Investment		45,192	-

Total Expenditure**157,724,822****139,699,479****SURPLUS/(DEFICIT) FOR THE YEAR****59,421,520****5,468,113****Cash flow statement**

	Note	2009 R	2008 R RESTATED
CASH FLOW FROM OPERATING ACTIVITIES			
Cash receipts from ratepayers, government and other		195,345,606	107,807,841
Cash paid to suppliers and employees		(141,903,823)	(146,991,779)
Cash generated from (utilized in) operations	24	53,441,783	(39,183,938)
Interest received		12,023,813	6,675,385
Interest paid		(2,033,123)	(1,811,211)
NET CASH FROM OPERATING ACTIVITIES		63,432,473	(34,319,764)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(15,493,515)	(27,529,273)
Adjustment of Property Donated		-	14,678,854
Proceeds on disposal Investment/ property, plant and equipment		97,170	1,900,157
(Increase)/Decrease in non-current receivables		-	24,722
(Increase)/Decrease in non-current investments		-	7,729,349
Increase in Reserves		(300,000)	6,429,943
NET CASH FROM INVESTING ACTIVITIES		(15,696,344)	3,233,751
CASH FLOWS FROM FINANCING ACTIVITIES			
New Loans raised/(repaid)		106,856	2,962,533
Increase/(Decrease) in Consumer Deposits		1,392,142	664,886
NET CASH FROM FINANCING ACTIVITIES		1,498,998	3,627,419
NET INCREASE IN CASH AND CASH EQUIVALENTS		49,235,127	(27,458,594)
Cash and cash equivalents at the beginning of the year		58,691,435	86,150,029
Cash and cash equivalents at the end of the year		107,943,485	58,691,435

Checking balance (must equal line 36 balances)

49,252,050

(27,458,594)

16,923.76

Statement of changes in net assets

	Insurance Reserve R	Capitalization Reserve R	Government Grant Reserve R	Public Contribution Reserve	Revaluation Reserve R	Capital Replacement Reserve R	Accumulated Surplus/ (Deficit) R	Total R
2007								
Balance at 1 July 2007	98,922	7,257,410	42,689,584	-	378,500	6,730,649	42,721,522	99,876,587
Correction of errors					-	-		-
Restated Balance	98,922	7,257,410	42,689,584	-	378,500	6,730,649	42,721,522	99,876,587
Net deficit for the year	9,960	-		6,419,983			5,468,113	11,898,056
Reversal to Acc Surplus Property; Plant & Equipment funded by Grants	-98,922	7,257,410	-42,689,584 0			-6,730,649	56,776,565 (0)	- -
Revaluation Surplus					33,802,400			33,802,400
Expenditure								-
Assets Donated							14,729,000	14,729,000
Offsetting of Depreciation	-9,960	-	0	6,419,983			6,429,943	-
Balance as at 30 June 2008	-	-	0	-	34,180,900	-	126,125,143	160,306,043
2008								
Balance as at 1 July 2008	-	-	0	-	34,180,900	-	126,125,143	160,306,043
Net Surplus for the year							59,421,520	59,421,520
Current Year Transfers	-			-		-0	-0	(0)
Property; Plant & Equipment funded by Grants			-0				0	-
Revaluation Surplus								-
Property ;Plant & Equipment Donated	-							-
Offsetting of Depreciation		-	-				-	-
Balance at 30 June 2009	-	-	0	-	34,180,900	-0	185,546,662	219,727,562

Accounting policies

BASIS OF RESENTATION

The annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. These annual financial statements have been prepared in accordance with Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standard Board in accordance with section 122(3) of the Municipal Finance Management Act, (Act 56 of 2003)

The principal accounting policies adopted in the preparation of these annual financial statements are set out below

Assets, liabilities, revenues and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP

The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant policy

The Municipality applied the exemption as per directive 4 issued by the Accounting Standard Board applicable to the Medium Capacity Municipality for the following GRAP standard, GRAP 11,12,16,17,19,101 and 102. The municipality applied the directive for the valuation of stock water and Property Plant and Equipment

PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand.

GOING CONCERN ASSUMPTION

The financial statements have been prepared on a going concern basis.

1. REVENUE RECOGNITION

1.1 *Revenue from Exchange Transactions*

Service charges relating to electricity and water are based on consumption. Meters are read on a monthly basis and are recognised at fair value of amount received or receivable as revenue when invoiced. Provisional estimates of consumption are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period.

Service charges relating to refuse removal are recognised on a monthly basis in arrears by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage, and are levied monthly based on the number of refuse containers on each property, regardless of whether or not all containers are emptied during the month.

Service charges from sewerage and sanitation are based on the number of sewerage connections on each developed property using the tariffs approved from Council and are levied monthly.

Interest and rentals are recognised on a time proportion basis.

Dividends are recognised on the date that the Municipality becomes entitled to receive the dividend.

Dividends are recognised on the date that the Municipality becomes entitled to receive the dividend.

Income for agency services is recognised on a monthly basis once the income collected on behalf of agents has been quantified. The income recognised is in terms of the agency agreement.

Revenue from public contributions is recognised when all conditions associated with the contribution have been met or where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment is brought into use. Where public contributions have been received but the municipality has not met the condition, a liability is recognized

Revenue from the sale of goods is recognised when the risk is passed to the consumer.

1.2 *Revenue from non-exchange transactions*

Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportion basis.

Fines constitute both spot fines and summonses. Revenue from spot fines and summonses is recognised when payment is received.

Donations are recognised on a cash receipt basis or where the donation is in the form of property, plant and equipment, when such items of property, plant and equipment are brought into use.

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No.56 of 2003) and is recognised when the recovery thereof from the responsible councillors or officials is virtually certain.

2. CONSTRUCTION CONTRACTS

The Municipality is not involved in the construction of assets for the a third party and therefore does not apply the Graph 11 except for construction of own assets by third parties which is dealt with under Property Plant and Equipment.

3. GOVERNMENT GRANTS

Government grants are recognised proportionally at cost as revenue when received. Conditional grants are recognised as revenue when received and the conditions have been fully met.

4. EMPLOYEE BENEFITS

Employee benefits, which include pension, medical aid, accrued leave and long term service benefits are provided in the statement of financial performance as the employee is rendering the service. The municipality does not provide for post retirement benefits as it has a defined contribution plan. The municipality contributes 22% of the pensionable salary per employee to the pension fund while the employee is still employed.

5. BORROWING COST

There was no borrowing cost capitalised during the current financial year as there were no qualifying assets under construction in the year under review.

6. DONATIONS AND PUBLIC CONTRIBUTIONS RESERVE

Revenue form Public donation and reserve is recognised at fair value when conditions are met and the expenses have been incurred

7. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment, is stated at cost, less accumulated depreciation, except land, which is revalued as indicated below. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated owing to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.

Where impaired land and buildings are revalued, the increase in value of land and buildings are recognised as revenue to the extent that it reverses the impairment loss previously recognised as an expense.

The cost of an item of property, plant and equipment acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets was measured at its fair value. If the acquired item could not be measured at its fair value, its cost is measured at the carrying amount of the asset given up.

Subsequent expenditure is capitalised when the recognition and measurement criteria of an asset are met.

Depreciation is calculated on cost, using the straight-line method over the estimated useful lives of the assets. The annual depreciation rates are calculated using the directive of GAMAP 17. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

No impairment testing was done for non-cash-generating assets as well as cash-generating assets.

The municipality accounts for grant assets with a useful life of more than 1 year which have been donated or which no monetary value can be placed on them at a fair market value at the date of acquisition and are classified as Property, Plant and Equipment and the fair value income is recognised on systematic basis as the assets is depreciated.

8. INVESTMENTS

Investments are stated at cost less impairment losses or adjustments

9. FINANCIAL INSTRUMENTS

Financial Instruments

Financial instruments include financial liabilities and financial assets. Financial assets and liabilities in respect of financial instruments are recognised in the municipality's statement of financial position when the municipality become party to the contractual provision of the agreement

9.1 Financial Assets

Financial assets for the municipality are classified as Loans and receivables and held to maturity investments

Other receivable and cash and cash equivalents that have fixed or determinable payments and not quoted on an active stock market are classified as loans and receivables.

Loans and receivables are measured at mortised cost using the effective interest rate method less any impairment losses. Interest income is recognised in the statement of financial performance by applying the effective interest rate. Receivables are stated at original invoice amount less any impairment losses

9.2 Financial Liabilities

Financial liabilities are classified as financial liabilities held at mortised cost and financial guarantee contract liabilities

The municipality's principal financial liabilities are payables and financial guarantee contractual liability

9.3 RISK MANAGEMENT

Maximum credit risk exposure

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party

Trade receivables comprise a widespread customer base. Management evaluates credit risk relating to customers on an ongoing basis. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. The utilisation of credit limits is regularly monitored. Sales to retail customers are settled in cash or using major credit cards. Credit guarantee insurance is purchased when deemed appropriate

Financial assets exposed to credit risk at year end were as follows:

Absa Bank - R101 896 897

Financial guarantees - R6 358 978

Trade and receivables - R13 077 069

These balances represent the maximum exposure to credit risk

The municipality is not exposed to any guarantees for the overdraft facilities.

Liquidity risk

The municipality's risk to liquidity is a result of the funds available to cover future commitments. The municipality manages liquidity risk through an ongoing review of future commitments and credit facilities

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored

The table below analyses the municipality's financial liabilities into relevant maturity groupings based on the remaining period at the Statement of Financial Position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flow

2010

Borrowings - R 0

Trade and other payables - R21 097 336

2011

Borrowings - R95 758

Trade and other payables - R0

2012

Borrowings - R522 362

Trade and other payables - R0

2014

Borrowings - R7 981 136

Trade and other payables - R0

2015

Borrowings - R3 042 702

Trade and other payables - R0

2024

Borrowings - R6 029 886

Trade and other payables - R0

10. INVENTORIES

Consumable stores, raw materials, work-in-progress and finished goods are valued at the lower of cost and net realisable value.

Included in the inventory is water stock which is valued at cost

Redundant and slow-moving inventories are identified and written down from cost to net realisable value with regard to their estimated economic or realisable values.

The municipality does not purify water, but purchases purified water from Exxaro of which is then sold to consumers. The water stock is stated due to the first time implementation of Graph 12. The prior year figures are not stated as it is impractical to do so.

11. ACCOUNTS RECEIVABLE

Accounts receivable are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a review of all outstanding amounts at year-end. Bad debts are written off during the year in which they are identified.

12. TRADE CREDITORS

Trade creditors are stated at their nominal value.

13. PROVISIONS

Provisions are recognised when the Municipality has a present or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made. Provisions are reviewed at reporting sheet date and adjusted to reflect the current best estimate.

Leave liability is recognised as it accrues to employees. Leave calculation is base on the year end leave days available per employee

14. CASH AND EQUIVALENTS

Cash includes cash on hand and cash with banks. Cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks and investments in financial instruments, net of bank overdrafts.

Bank overdrafts are recorded based on the facility utilised. Finance charges on bank overdrafts are expensed as incurred.

15. UNAUTHORISED EXPENDITURE

Unauthorised expenditure is expenditure that has not been budgeted, expenditure that is not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state and expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No.56 of 2003). Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

16. IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the Municipality's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

17. FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

18. LEASES

The municipality determines lease types at the inception of the lease term and classifies the lease as either finance lease or operating lease. The Municipality has only operating leases which are not capitalised. The lease payments are expensed in the statement of financial performance as they become due on a straight line basis.

19. EVENTS AFTER THE BALANCE SHEET DATE

Any material events which affect the activities of the Municipality that the Municipality becomes aware of after the balance sheet but before the issue of the financial statements will be disclosed as to the nature of the event and the impact of it to the current financial statements and future operations of the municipality

20. RELATED PARTY TRANSCATIONS

All related party transactions are disclosed in the notes of the financial statements according to their nature and value.

21. COMPARATIVE INFORMATION

21.1 *Current year comparatives:*

Budgeted amounts have been included in the annual financial statements for the current financial year only.

21.2 *Prior year comparatives:*

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are reclassified. The nature and reason for the reclassification is disclosed.

Notes to financial statements

NOTE	PARTICULARS	2009 R	2008 R
1.	LONG-TERM LIABILITIES		
	Annuity Loans	17,672,842	17,565,986
	Less: Current portion transferred to current liabilities	(1,993,207)	(1,569,100)
	Total External Loans	15,679,635	15,996,886
2.	CONSUMER DEPOSITS		
	Electricity and Water	4,120,126	3,508,680
	Sundry deposits	1,410,295	629,600
	Total Consumer Deposits	5,530,422	4,138,280
	Guarantees held in lieu of Electricity and Water Deposits	404,165	254,165
3.	CREDITORS		
	Trade Creditors	4,227,729	2,972,432
	Payments received in advance	3,120,867	1,094,726
	Retentions	2,314,376	3,346,500
	Staff leave	3,245,424	3,276,903
	Peoples Housing Project (PHP)*	4,848,623	6,018,612
	Accrued Leave	2,424,591	-
	Other creditors	965,317	177,768
		21,146,927	16,886,941

*** PHP**

Balance unspent at beginning of year	6,018,612	6,018,612
Current year receipts	-	-
Expenditure	(1,169,990)	
Transferred to creditors	4,848,622	6,018,612

The municipality is acting as an agent for the Provincial Dept of Local Government & Housing for Peoples Housing Project (PHP). The money is kept in a separate bank account.

4 UNSPENT CONDITIONAL GRANTS AND RECEIPTS

Conditional Grants from other spheres of Government

Municipal Infrastructural Grants	6,951,609	4,172,235
Mun. Systems Improvement & Finance Management Grant	0	335,271
CMIP Waterberg	1,300,295	-
LED Project Funding	28,399	28,399
DWAF	6,735,073	4,941,112
Provincial Dept of Local Government & Housing	1,638,297	1,638,297
Total Unspent Conditional Grants and Receipts	16,653,673	11,115,314

See Note 16 for reconciliation of grants from other spheres of government.

5. VAT

VAT refundable / (payable)	3,493,653	890,667
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VAT is accounted for on the payment basis. Only when payment is received from debtors, VAT is payable to SARS.

6. PROPERTY, PLANT AND EQUIPMENT

Reconciliation of Carrying Value	<u>Infra- structure</u>	<u>Community</u>	<u>Other</u>	<u>Total</u>
	R	- R	- R	- R
Carrying values at 1 July 2008	56,059,624	3,966,470	78,721,827	138,747,921
Cost	86,420,119	4,954,302	100,402,405	191,776,826
Accumulated depreciation	(30,360,495)	(987,832)	(21,680,578)	(53,028,905)
Current year transactions :	491,050	(156,471)	7,590,720	7,925,299
Acquisitions	4,691,262	-	10,802,252	15,493,515
Capital under Construction	-	-	-	-
Depreciation	(4,200,213)	(156,471)	(3,211,532)	(7,568,216)
Carrying value of disposals :	-	-	-	-
Cost	-	-	-	-
Accumulated depreciation	-	-	-	-
Revaluation of Assets :	-	-	-	-
Cost	-	-	-	-
Accumulated depreciation	-	-	-	-
Sundry adjustments :	-	-	-	-
Impairment losses	-	-	-	-
Other movements	-	-	-	-
Carrying values at 30 June 2009	56,550,674	3,809,999	86,312,547	146,673,220
Cost	91,111,381	4,954,302	111,204,657	207,270,341
Accumulated depreciation	(34,560,707)	(1,144,303)	(24,892,110)	(60,597,120)
Reconciliation of Carrying Value	<u>Infra- structure</u>	<u>Community</u>	<u>Other</u>	<u>Total</u>
	R	- R	- R	- R
Carrying values at 1 July 2007	48,552,524	4,122,941	32,617,175	85,292,640
Cost	75,112,636	4,954,302	51,465,856	131,532,794
Accumulated depreciation	(26,560,112)	(831,361)	(18,848,681)	(46,240,154)
Current year transactions :	7,507,100	(156,471)	12,416,156	19,766,785
Acquisitions	11,307,483	-	15,714,575	27,022,058
Capital under Construction	-	-	-	-
Depreciation	(3,800,383)	(156,471)	(3,298,419)	(7,255,273)
Carrying value of disposals :	-	-	(113,904)	(113,904)
Cost	-	-	(580,426)	(580,426)
Accumulated depreciation	-	-	466,522	466,522
Revaluation of Assets :	-	-	33,802,400	33,802,400
Cost	-	-	33,802,400	33,802,400
Accumulated depreciation	-	-	-	-
Sundry adjustments :	-	-	-	-
Impairment losses	-	-	-	-
Other movements	-	-	-	-
Carrying values at 30 June 2008	56,059,624	3,966,470	78,721,827	138,747,921
Cost	86,420,119	4,954,302	100,402,405	191,776,826
Accumulated depreciation	(30,360,495)	(987,832)	(21,680,578)	(53,028,905)

Property, Plant and Equipment are stated at cost, less accumulated depreciation, except for land and buildings which are stated at a revalued amount. The last revaluation was performed by an independent valuer, Johan Enslin Valuers during April 2008.

7. INVESTMENTS

Investment in Shares

Investment consists of listed shares in Sanlam. The share are listed on the JSE and are valued at closing market value as at 30/06/2009

100,034

238,459

8. LONG-TERM RECEIVABLES

Car loans

- 24,722

Less: Current portion transferred to current receivables

-(24,722)

Total

- -

Travelling allowance bearing positions were entitled to car loans which were repayable over a maximum of 6 years.

In terms of the MFMA no more loans are advanced and the present loans are being phased out. The last loan will be settled in 2009.

9. INVENTORY

Consumable stores

230,508 285,775

Maintenance materials

1,279,928 1,458,437

Spare parts

- -

Water stock

6,583,076 -

Total Inventory

8,093,512 1,744,212

10. CONSUMER DEBTORS

As at 30 June 2008

Rates

14 044 615 14 801 869

Electricity

9 326 204 3 912 150

Water

9 836 562 5 278 851

Refuse Removal

3 399 435 2 620 254

Sewerage

2 545 920 1 177 860

Total

39,152,736 27,790,984

Less: Provision for bad debts	(24 775 030)	(18 164 465)
Total	14,377,706	9,626,519

Rates - Ageing

Current (0 - 30 days)	1 970 460	3 639 379
31 - 60 days	1 261 206	1 637 391
61 - 90 days	636 221	1 610 579
91 - 120 days	547 740	1 554 282
120+ days	9 628 988	6 360 238
Total	14,044,615	14,801,869

(Electricity, Water, Refuse Removal and Sewerage): - Ageing

Current (0 - 30 days)	2,712,398	1,715,794
31 - 60 days	1,714,528	558,105
61 - 90 days	1,137,398	465,271
91 - 120 days	979,217	398,367
120+ days	17,214,128	9,851,578
	23,757,669	12,989,115
TOTAL	37,802,284	27,790,984

11. CONSUMER DEBTORS (continued)

Reconciliation of the bad debt provision

Balance at beginning of year	18,164,465	13,903,037
Contributions to provisions	6,936,110	4,261,428
Bad debts written off against provision	(325,545)	-
Reversal of provision	-	-
Balance at end of year	24,775,030	18,164,465

12. OTHER DEBTORS

Payments made in advance		-
Other		
Eskom Deposits	49,815	48,590
Total other debtors	49,815	48,590

13. BANK, CASH AND OVERDRAFT BALANCES

The municipality has the following bank accounts:-

Current Account (Primary Bank Account)

ABSA Bank Ltd - Lephalale Branch - Account Number 1470-000-038

Cash balance at beginning of year	26,179,911	33,830,355
Cash balance at end of year	(2,170,034)	26,179,911
Bank statement balance at beginning of year	46,338,668	46,338,668
Bank statement balance at end of year	30,559,920	30,559,920

Other accounts

Investments

Call account with ABSA (PHP Housing)	4,848,623	6,018,612
Call account with ABSA	105,252,146	26,480,162

110,100,769	32,498,774
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Petty Cash	5,000	5,000
Cashier Floats	7,750	7,750
Total Cash on hand	107,943,485	58,691,435

14. PROPERTY RATES

Actual	15,778,796	21,275,390
Total Assessment Rates	15,778,796	21,275,390

<u>Valuations</u>	<u>39,630</u>	<u>39,264</u>
	<u>R000'</u>	<u>R000'</u>
Residential	1,817,408,530	911,287,722
Commercial	383,737,000	387,701,859
State	2,472,249,306	501,776,426
Agriculture	11,949,146,876	2,244,317,949
Other	101,970,000	-
Exempted	347,684,007	-
Municipal	919,500	2,885,850
Total Property Valuations	<u>17,073,115,219</u>	<u>4,047,969,806</u>

Valuations on land and buildings are performed every four years. The last valuation came into effect on 1 July 2008. Interim valuations are processed as needed.

Property rates are recognized in the month, it is charged by applying the approved property rates tariffs to the value of the property, taking the rebates into consideration.

15. SERVICE CHARGES

Sale of Electricity	35,815,359	22,352,779
Sale of Water	18,715,998	14,546,426
Refuse Removal	3,607,078	2,909,488
Sewerage and sanitation charges	6,483,969	5,478,871
Total Service Charges	<u>64,622,405</u>	<u>45,287,564</u>

Water and Electricity are recognised by applying the approved tariffs to the metered consumptions. Refuse removal and Sewer revenue are recognised after the services have been rendered by applying the approved tariffs.

16. GOVERNMENT GRANTS AND SUBSIDIES

Equitable Share	44,028,331	34,566,672
Municipal Infrastructural Grant	16,000,626	16,882,478
Waterberg District Municipality	786,912	-
Dept of Water and Forestry	9,834,225	9,820,580

Municipal Systems Improvement Grant	720,772	1,234,000
Finance Management Grant	1,335,271	501,926
Local Government SETA Grant	384,683	131,424
LED Learnership	-	47,800
PHP	1,614,697	-
Total Grants and Subsidies transferred to Statement of Financial Performance	74,705,517	63,184,880

16.1 Equitable Share

In terms of the Constitution, this grant is partially used to subsidize the provision of basic service to indigent community members. All registered indigents receive a subsidy of R 100.

16.2 Municipal Infrastructural Grant

Balance unspent at beginning of year	4,172,235	5,450,463
Current year receipts	18,816,000	15,604,250
Conditions met - transferred to revenue	(16,000,626)	(16,882,478)
Conditions still to be met- transferred to liabilities (see note 4)	6,987,609	4,172,235

The grant is used to construct infrastructure assets in the municipalities. An amount of R588 036 was utilised in 2008 to fund the Project Management Unit (PMU). The conditions of the grant were met.

16.3 Waterberg District Municipality

Balance unspent at beginning of year	-	-
Current year receipts	786	-
Conditions met - transferred to revenue	(786)	-
Conditions still to be met- transferred to liabilities (see note 4)	-	-

16.4 DWAF

Balance unspent at beginning of year	4,941,112	7,563,191
Current year receipts	11,928,186	7,198,501
Conditions met - transferred to revenue	(10,134,225)	(9,820,580)
Conditions still to be met- transferred to liabilities (see note 4)	6,735,073	4,941,112

This grant was used to rural water schemes.

16.5 Municipal Systems Improvement Grant

Balance unspent at beginning of year	-	500,000
Current year receipts	735,000	734,000
Conditions met - transferred to revenue	(720,772)	(1,234,000)
Conditions still to be met- transferred to liabilities (see note 4)	14,228	-

16.6 Finance Management Grant

Balance unspent at beginning of year	335,271	337,197
Current year receipts	1,000,000	500,000
Conditions met - transferred to revenue	(1,335,271)	(501,926)
Conditions still to be met- transferred to liabilities (see note 4)	0	335,271

The purpose of the grant is to promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act.

16.7 Local government Seta

Balance unspent at beginning of year	-	-
Current year receipts	384,683	131,424
Conditions met - transferred to revenue	(384,683)	(131,424)
Conditions still to be met- transferred to liabilities (see note 4)	(0)	-

16.8 LED Projects

Balance unspent at beginning of year	28,399	76,199
Current year receipts	-	-
Conditions met - transferred to revenue	-	(47,800)
Conditions still to be met- transferred to liabilities (see note 4)	28,399	28,399

The grant was utilised for the implementation of a Paprika Project. The conditions of the grant were met.

16.9 DPLG Projects

Balance unspent at beginning of year	1,638,297	-
Current year receipts	-	1,638,297
Conditions met - transferred to revenue	-	-

Conditions still to be met- transferred to liabilities (see note 4)**1,638,297****1,638,297**

The grant will be utilised for the implementation of the Sector Planning.

16.10 Changes in levels of government grants

Based on the allocations set out in the Division of Revenue Act of 2006, no significant changes in the level of government grant funding are expected over the forthcoming 3 financial years.

17. 17.1 CAPITAL REPLACEMENT RESERVES

Capital Replacement Reserve is a reserve created by the Council in the prior years for future Capital assets acquisitions. This reserve is cash backed. There were no Capital acquisition through this fund in the current financial year

1,439,930

6,730,649

17.2 INSURANCE RESERVES

50,513

98,922

A general insurance reserve is maintained to cover excesses on claims from the insurance. This reserve is cash backed.

17.3 REVALUATION RESERVES

34,180,900

378,500

Capital Replacement Reserve is a reserve created by the Council in the prior years for future Capital assets acquisitions. This reserve is cash backed. There were no Capital acquisition through this fund in the current financial year

18. OTHER INCOME

Other income

10,426,151

2,811,753

19. EMPLOYEE RELATED COSTS

Employee related costs - Salaries and Wages

33,740,456

27,638,958

Employee related costs - Contributions for UIF, pensions and medical aids

8,133,780

7,276,186

Travel, motor car, accommodation, subsistence and other allowances

8,544,239

8,079,592

Housing benefits and allowances

317,616

281,549

Overtime payments

3,189,386

2,888,801

Performance bonus

-

-

Long-service awards	-	-
Less: Employee costs capitalized to Property, Plant and Equipment	-	-
Less: Employee costs included in other expenses	-	-
Total Employee Related Costs	53,925,477	46,165,086

Remuneration of the Municipal Manager

Annual Remuneration	525,041	489,095
Performance Bonuses	-	-
Car Allowance	209,454	141,642
Contribution to UIF, Medical and pension Funds	143,726	170,828
Total	878,221	801,565

Remuneration of the Chief Financial Officer

Annual Remuneration (Vacant for 10 months)	436,449	182,777
Performance Bonuses	-	-
Car Allowance	146,780	81,551
Contribution to UIF, Medical and pension Funds	121,514	94,006
Total	704,743	358,334

Remuneration of Head of Departments / Managers

	<u>Plan. & Econ. Development</u>	<u>Technical Services</u>	<u>Corporate Services</u>	<u>Community Services</u>
	R	R	R	R
<u>2008</u>				
Annual Remuneration	609,803	-	-	489,778
Performance Bonuses	-	-	-	-
Car Allowance	182,014	-	-	120,924
Contribution to UIF, Medical and pension Funds	130,265	-	-	133,763
Total	922,082	-	-	744,465

2007

Annual Remuneration	404,788	28,314	22,118	396,552
Performance Bonuses	-	-	-	-
Car Allowance	101,705	13,832	11,654	136,549
Contribution to UIF, Medical and pension Funds	125,025	15,610	6,371	128,993
Total	631,518	57,756	40,143	662,094

20. REMUNERATION OF COUNCILLORS

Mayor	389,023	350,472
Speaker	311,219	280,377
Whip	291,768	262,854
Full-time Executive Committee Member	291,768	262,854
Executive Committee Members	481,419	433,710
Councillors	1,984,002	1,787,397
Councillors' pension contribution	-	-
Councillors' medical contribution	-	-
Councillors' personal allowance	-	-
Councillors' transport allowance	1,404,639	1,115,879
Councillors' cell phone allowance	263,064	215,945
Total Councillors' Remuneration	5,416,902	4,709,488

In-kind Benefits

The Mayor, Speaker, Whip and 1 Executive Committee Member are full-time. Each is provided with an office and secretarial support at the cost of the Council. The Mayor has use of a Council owned vehicle for official duties.

21. INTEREST PAID

Long-term liabilities	2,033,123	1,811,211
Consumer deposits	-	-
Bank overdrafts	-	-
Total Interest on External Borrowings	2,033,123	1,811,211

22. BULK PURCHASES

Electricity	20,748,583	13,703,804
Water	5,479,720	5,284,153
Total Bulk Purchases	26,228,304	18,987,957

23. GRANTS AND SUBSIDIES PAID

Tribal Chiefs	-	-
Mogol Club	366,404	307,748
Agri	150,000	143,754
SPCA	129,500	111,000
	645,904	562,502

A grant is paid to the Tribal Chiefs to aid in administration costs.
A subsidy is paid to the Mogol Club to aid recreational activities.
A grant was paid to Agri for deliverables in the farming community.
A subsidy is paid to SPCA to assist this service.

24. RESTATEMENT OF COMPARATIVE AMOUNTS

A reconciliation of the surplus/(deficit) reported in the previous year's annual financial statements to restate the comparative amounts included in the statements of Financial Performance is set out below :

Correction of Revenue	-	-
Correction of Capitalization	-	-
Correction of Depreciation	-	-
Correction for the Provision of Bad Debts	-	-
Total net effect on the Surplus for the year	-	-

25. CASH GENERATED BY OPERATIONS

Surplus/(Deficit) for the year	59,421,520	5,468,113
Adjustment for:-		
Depreciation	7,568,216	5,925,948
Investment income	(12,023,813)	(6,675,385)

Interest paid	2,033,123	1,850,160
Loss / (Gain) on disposal of property, plant and equipment	(3,937)	-
Contribution to provisions - current	6,936,065	4,261,428
Non cash revenue - current	(6,583,076)	-
Operating surplus before working capital changes:	57,348,098	10,830,264
(Increase)/Decrease in Consumer Debtors	(4,751,149)	(4,593,044)
(Increase)/Decrease in Other Debtors	(1,225)	553,969
(Increase)/Decrease in VAT	(2,602,986)	(1,218,510)
(Decrease)/Increase in Unspent Conditional Grants	5,538,359	689,807
Increase/(Decrease) in Creditors	4,259,986	-
(Increase) / Decrease in Inventories	(6,349,300)	-
Cash generated by/(utilized in) operations	53,441,783	6,262,486

26. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the cash flow statement comprise the following statement of amounts, indicating the financial position:

Bank balances and cash	(2,170,034)	26,179,911
Call investment deposits	110,100,769	32,498,774
Petty Cash	12,750	12,750
Total cash and cash equivalents	107,943,485	58,691,435

27. ADDITIONAL DISCLOSURES IN TERMS OF MUNICIPAL FINANCE MANAGEMENT ACT

27.1 Contributions to organized local government

Opening balance	-	-
Council subscriptions	900,087	463,954
Amount paid - current year	(900,087)	(463,954)
Amount paid - previous year		-
Balance unpaid (included in creditors)	-	-

27.2 Audit fees

Opening balance	-	-
Current year audit fee - statutory	1,185,149	1,112,592
Current year audit fee - forensic	-	-

Amount paid - current year	(1,185,149)	(1,112,592)
Amount paid - previous years		
Balance unpaid (included in creditors)	-	-

27. 3 PAYE and UIF

Opening balance		
Current year payroll deductions	6,868,025	5,650,186
Amount paid - current year	(6,868,025)	(5,650,186)
Amount paid - previous years		
Balance unpaid (included in creditors)	-	-

27.4 VAT

VAT inputs receivables and VAT outputs receivables are shown in note 5. All VAT returns have been submitted by the due date throughout the year.

27.5 Pension and Medical Aid Deductions

Opening balance	-	
Current year fee	11,931,771	6,996,430
Amount paid - current year	(11,931,771)	(6,996,430)
Amount paid - previous years		
Balance unpaid (included in creditors)	-	-

27.6 Remuneration of Audit Committee Members

Remuneration	75,405	75,405
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3 Members serve on the Audit Committee. The members are paid an allowance per meeting and are reimbursed for travel expenses.

28. CAPITAL COMMITMENTS

Commitments in respect of capital expenditure

- Approved and contracted for

Infrastructure
Land and Buildings
Community
Heritage
Other

-	-
-	-

- Approved but not yet contracted for

Infrastructure
Land and Buildings
Community
Heritage
Other

13,294,000	1,130,000
13,294,000	-
-	1,130,000

Total

13,294,000	1,130,000
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This expenditure will be financed from:

-External Loans
 -Government Grants
 -Own Resources
 -Waterberg District Municipality

13,294,000	1,130,000
13,294,000	1,130,000

Commitments in respect of operating leases :

Minimum lease payments:

Not later than 1 year
Later than 1 year and not later than 5 years
Later than 5 years
Present value of minimum lease payments

394,519	
257,530	-
-	-
652,048	-

The operating lease commitments consist of copiers, telephones and faxes mostly with Canon. There was no smoothing of the rental amount as the contracts do not escalate except to say that the increase is based on the increase in the prime rate. It is therefore impractical to estimate the future escalation

29. RETIREMENT BENEFIT INFORMATION

All officials and some councilors belong to the following funds:

Municipal Gratuity Fund	1,872,816
Municipal Workers pension Fund	1,397,918
Government Employees Pension Fund	466,798
SALA Pension Fund	29,709
Samwu National Pension Fund	2,603,322
Municipal Employee	2,648,844
	9,019,408

30. COMPARISON WITH THE BUDGET

The comparison of the Municipality's actual financial performance with the budgeted is set out in Annexures E(1) and E(2).

31. CONTINGENT LIABILITIES

The municipality has the following contingent liabilities which cannot be quantified as at the end of the current financial year.

- 31.1 Leopiet Ontwikkeling Pty Ltd - the Company has occupied a stand which is not zoned for an industrial site and refuse to be removed. Legal cost that will be incurred for the representation of the municipality for getting court order for the eviction.
- 31.2 Dispute by Mokgotho Construction in the awarding of the tender by Municipality to Kenglori Construction. Mokgothop is claiming that the contract should have been awarded to them, are suing the Council for the tender amount.
- 31.3 A M C Janse Van Rensburg has build a structure on his stand without the proper plan approval by the municipality and the Municipality is forcing its authority. The municipality can still incur legal costs in defending the case and also the demolition cost

31.4 C A B Viljoen is the former employee who was renting the municipal house and his adult children are refusing to vacate the property. The municipality will incur expenses in obtaining eviction order

31.5 In prior year the Municipality reported a contingent liability for the cost of arbitration for the dismissed senior managers. During the year the senior managers applied for arbitration which was held. The arbitrator awarded the senior managers reinstatement with cost. The municipality is challenging the award in the high court on the basis of legal issues. The arbitrator awarded the senior managers an amount of R2 375 000.as at the end of June 2009.

32. CORRECTION OF PRIOR YEAR ERRORS

The financial statements have been restated due to the correction of the errors which were recommended by the Auditor-General on the prior year financial statement. The following corrections were done

32.1	ACCUMULATED SURPLUS	2,009	2,008
	SURPLUS/ DEFICIT FOR JUNE 208	-	5,548,758
	General Expenses		(106,618)
	Reverse depreciation over charges	-	25,954
		-	
	Restated Balance	-	5,468,095
32.2	GOVERNMENT GRANT RESERVE		
	Balance as previously stated	-	44,833,610
			(287,769)
	Reverse depreciation set Off	-	25,972
	Restated balance	-	44,571,813
32.3	CASH AND CASH EQUIVALENTSINVESTMENTS		
	The call account was incorrectly disclosed as investment in the prior year. This was corrected by the correct classification in the current year		
	Balance as stated previously		
	Reclassification of call account(ABSA)		
	Reclassification of PHP call account(ABSA)		
	Restated Balance	-	-

32.4 TRADE CREDITORS

A receipt from the consumer as deposit for consumption account was classified as creditors in state of consumer deposits

Balance as stated previously		17,340,275
Retention incorrectly paid		(453,345)
Restated Balance	-	16,886,930

32.5 CONSUMER DEPOSITS

Balance as stated previously

Reclassification of consumer deposit

-	-
-	-
-	-

32.6 PROPERTY PLANT AND EQUIPMENT

	Cost	Acc Deprec.	Nett Book value
Fixed assets net book value as previously stated 2006	192,336,789	(53,054,847)	139,281,942
	-	-	-
	192,336,789	(53,054,847)	139,281,942
Correction of cost	(559,963)	25,972	
Additions identified		-	
Depreciation Charges previously stated		-	
Adjustment of Depreciation Charge	-	-	-
Restated Balance end 2008	191,776,826	(53,028,875)	138,747,951

32.7 CHANGE IN ACCOUNTING POLICY

The Municipality changed the accounting policy on reserves during the current financial year. The change in accounting policy was mainly to comply with GRAP accounting as opposed to Fund accounting. The effect of change in accounting policy is an increase of R64 185 206 in Accumulated Surplus for the prior year which is made up of a decrease of R45 571 775 in Government Grant reserves, R6 353 917 in Capitalization Reserves, R6 730 649 in Capital replacement Reserves, R108 882 in Insurance Reserves and R6 419 983 in Public Contribution Reserves. The effect of the change in accounting policy resulted in revenue form bulk contribution of R35 413 772 being recognised in the statement of financial position in the current year.

33. RELATED PARTY DISCLOSURE

The were no related party transaction which the Municipality concluded during the current financial year

The municipality does not have a joint venture or an entity under its control

34. FRUITLES AND WASTEFULL EXPENDITURE

During the financial year 2008/2009 the Municipality appointed Dwa Developments Projects for the construction of the VIP toilets. The company failed to execute the contract to the end and have already claimed R980 000 more than the physical work done. The municipality is in the process of recovering the money from the company.

34.1

During the financial year 2005/2006 the Municipality received a grant of R1.5 million to build the stadium. The structure is currently falling apart. The investigation is on and currently no one has been held responsible. The matter was referred to Auditor general for forensic investigation and the recommendation is that no one can be held responsible as the officials involved has resigned.

34.2

CHAPTER 5

PERFORMANCE AND SERVICE DELIVERY REPORTING

OFFICE OF THE MUNICIPAL MANAGER

OVERVIEW

The Office of the Municipal Manager is responsible for institutional strategic management, administrative coordination and ensuring that the resources of the municipality are managed effectively, efficiently and economically.

DESCRIPTION OF THE ACTIVITY

The following main functions have been identified:

- Strategic management
- Institutional Performance Management
- Integrated development Planning
- Internal Auditing

THE STRATEGIC OBJECTIVES OF THE OFFICE ARE TO:

- Ensure the effective and efficient administration of the Municipality in line with good corporate governance principles and practices
- Manage and development employees in accordance with the Municipality's policies and programs
- Annually reviewing the IDP and compiling Budget in accordance with the best practices, prescribed legislation and policy guidelines
- Ensure that Community participation is undertaken with involvement of all stakeholders in the Municipality's jurisdiction
- Ensure that the office of the Mayor is responsive to the needs of the community.
- Ensure that all departments, implement the programs of the Council in accordance to the IDP priorities, the approved Budget and that measures are put in place to accommodate unforeseen activities for which the Municipality has the legislative and Corporate Governance responsibility to fulfill.

THE KEY ISSUES FOR 2008/09 WERE:

During the year under review the office of the Mayor undertook and aligned the following:

- Mayor's visit to newborn babies on Christmas Day, 00h00, 25 December 2008 and New Year's day, 00h00, 1 January 2009 in hospitals in Lephalale Town and Witpoort (Ga-Seleka) to welcome and handover gifts to the newborn babies.

OFFICE OF THE SPEAKER

1. FARM DWELLERS WORKSHOP: TOLWE 2008

The office of the Speaker, in conjunction with the Human Rights Commission, Department of Labour, and the Commission on Gender Equality, arranged a workshop for farm dwellers/workers. The purpose was to educate farm workers/dwellers about their rights and also to raise issues that concern them on a daily basis. It was also very successful.

2. TRAINING OF WARD COMMITTEE MEMBERS: NOVEMBER 2008

The Municipality appointed a service provider to train ward committee members as they were last given induction in February 2007. It was also successful.

3. IDP AND BUDGET ROAD SHOW: 2008

The office of the Speaker embarked on this programme and it also went well.

Problem:

- The time scheduled was not suitable for most people.
- Issues that are not attended to, e.g. roads.

4. TRAINING OF WARD COMMITTEE MEMBERS: 2009

The training was an initiative of the Department of Provincial Local Government in conjunction with SETA. Our Department of Local Government and Housing (Limpopo) then appointed a service provider for the accredited training of ward committees in all the municipalities.

The purpose of the training was to give ward committees more intensive training so that they can be able to discharge their duties as expected, and also to have accredited qualification which they can use in future (NQF Level 2).

The training was well attended by 95% both ward councillors and ward committee members.

The biggest challenge that we now have is that the certificates have not yet come and ward committees are not happy about it. The office of the Speaker is giving this matter attention – contacting the Department of Local Government and Housing.

5. INTER GOVERNMENTAL DEPARTMENT MEETING

This meeting took place on 17 February 2009.

6.. **CHALLENGES**

Under staffed.

BUDGET AND TREASURY

OVERVIEW

The Budget and Treasury department is ensuring that the following general financial management functions are executed.

- Resources of the municipality are used effectively, efficiently and economically.
- That the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control
- That unauthorized, irregular or fruitless and wasteful expenditure and other losses are prevented
- That the municipality has implemented and maintain a
 - (i) rates policy
 - (ii) credit control and debt collection policy
 - (iii) supply chain management policy
- account for all bank accounts referring to
 - (i) the opening of municipal bank accounts
 - (ii) designating one of the bank accounts as the primary bank account and to take reasonable steps to ensure that all money received are deposited into the designated account
 - (iii) withdrawals from the municipal bank accounts
- All responsibilities are delegated to the Chief Financial Officer to execute and implement the supply chain management policy of the council
- Report to council on all expenditure incurred by the municipality on employee related costs
- Assist the mayor with the budget preparations and ensure that all necessary procedures are in place to implement the budget
- Advice the accounting officer on the failure to adopt or implement budget related policies
- Prepare annual financial statements
- Reasonable steps are also taken to ensure that asset, liability and revenue management are executed

DESCRIPTION OF THE ACTIVITY

The main functions of budget and treasury office are as follows:

Revenue Management – billing of municipal services and collection of revenue

Budgeting control and reporting – financial reporting and budget preparations and monitoring

Expenditure Management – creditor payments, cash and investment management

Supply chain management – procurement of goods and services

The strategic objectives of the finance department are to:

To ensure that sound and proper financial management processes and controls are implemented and maintained in accordance with the MFMA and GRAP, Municipal Property Rates Act and other related regulations in order to safeguard the assets of the municipality, to ensure effective and efficient use of the resources of the municipality and to provide the management and other stakeholders with relevant, accurate and reliable information on a timely basis to enable users to make better decisions.

THE KEY ISSUES FOR 2008/2009:

- Implementation of MFMA
- Implementation of Property Rates Act
- Review Investment Policy
- Develop and Update financial system upgrade
- Implement revenue enhancement process
- Review the tariff Policy
- Implement the AG's recommendation
- Implementation of Supply Chain Management Policy
- Cash Management
- Stock control management
- Assets Management

KEY PERFORMANCE AREAS

This section reports on the actual performance against the key performance indicators and targets as per the approved 2008/09 Service Delivery and Budget Implementation Plan [SDBIP].

CORPORATE SUPPORT SERVICES

OVERVIEW

The position of the Manager Corporate Services is vacant due to the suspension of the previous Manager of the Directorate.

Directorate Manager - Vacant

Divisional Heads:

Mrs A E Maartens: Admin and Secretariat

Mr G Makgamatha: Human Resources Management

Mr J H van den Berg: Legal and Property

The main activities of this Directorate relate to:

Provide legal services to all the other Directorates in the Municipality and manage the general overall compliance of activities in the Municipality.

Manage and maintain the total administration of the Council.

Manage and develop policies, systems of day to day operations, procedures, processes and resources in the Directorate.

Compile, manage and control the Directorate's budget and the budget of those votes applicable to activities executed by any of the Divisions in the Directorate.

Prepare and submit reports for the Agendas of various relevant Committees, including Council Committees.

Do the entire Secretariat for the various meetings, including Council/Executive Committee meetings.

Provide advice/support to the Political level whenever requested.

Establish and maintain the total function of staff recruitment.

Promote and maintain healthy relations and liaise with labour unions.

Attend sectoral meetings/training related to the activities of the Directorate and Council.

Establish and maintain the skills audit and training for the total workforce and Councillors.

Render support services to all Directorates including to the meetings where the secretariat functions are done by the Directorate.

Serve in SCM meetings.

The Secretariat functions of about 90% of official Council meetings, such as Ward Committee meetings, Council meetings, Executive Committee meetings, Portfolio/Cluster meetings, Labour meetings (included CCMA/disciplinary hearing), Management meetings are rendered by this directorate. Forthcoming from the aforementioned, a large number of administrative actions have to be executed. The staff in this directorate is multi-skilled and eager to expand their own skills not only through training courses but also through one-on-one training and self studying which is very time constraining but which deliver excellent results.

ADMINISTRATION AND SECRETARIAT OFFICE

OVERVIEW

STRATEGY

The strategy of the Division is to provide functional and sustainable Administrative, Secretariate and Support functions to the Council, employees and the Community.

The objectives and functions of the Divisional Head Admin and Secretariate is supported by the commitment of the individual officials in the Division who are mainly focussed on the following areas:

To provide secretarial functions to about 90% of the Official meetings.

To develop, maintain and update municipal policies, day to day operations, processes and procedures of the municipality.

To manage and maintain all aspects of the Municipal Administration

Compile and manage the operational and capital budget of the division

Prepare reports for all meetings for which agendas must be compiled.

Prepare internal memorandums to other directorates on those matters flowing from resolutions taken in the various meetings not attended to yet.

Distribute items approved in the meetings to the relevant directorates for execution of resolutions.

Follow up and report back to Council on the execution of resolutions taken by Council

Assist the officials and fulltime Councillors in the execution of daily duties to assure compliance with municipal systems and procedures

Manage, control and safekeeping of all Council records received in the records office

Manage and control the purchasing of minor capital items such as stationary, etc.

Prepare refreshments and meals for Executive and Council meetings.

Clean the Civic Centre and workshop and create a healthy working environment for officials and members of the community.

DESCRIPTION OF ACTIVITIES

The main functions under the various sections are as follows:

SECRETARIATE ADMINISTRATION AND SUPPORT

To render a secretariate function to all the meetings of the Council, Executive Committee, Mayoral Committees, Ward Committees, certain Portfolio Committees,

Cluster Committee of Finance, LED and SMME, Cluster Committee of Governance and Administration, Valuation Board and Valuation Appeal Board, Management and other minor internal official meetings requested from time to time. This include the compiling and delivering of Agendas and writing of minutes for all this meetings as well as the recording of all Council and Executive Committee meetings and recording in other meetings, like hearings or any other meeting as requested. It also includes the logistical arrangements of all hearings, such as the booking and payment of the venue, the invitations to the relevant parties and the arrangement for recording.

Distribution of the Council report and resolutions to the relevant directorates.

The execution of those resolutions applicable on this division.

Write new reports to be included in the Agendas of various meetings. Manage the logistical arrangements of the meetings for which a secretariate function is provided for.

Publication of official notices as required by law and for the sake of community participation in Provincial Gazette and local paper as well as placement on various notice boards. Check the papers for correctness of the wording of notices.

Due to the segregation of duties, the auditors recommended during 2006/2007, that a specific position be created in the division to support the expenditure section who do the payments, with administrative documentation of specific payments, such as rental of copiers, faxes, monthly telkom bills, cleaning equipment, etc. Manage the allocation of codes for access to the switchboard and arrange for new extensions of telephone lines. Typing of any administrative documents from this division and the Legal Division. Arrange for broadcasting of certain matters to the interest of the community.

Give administrative support and guidance to the officials in the offices of full time Councillors.

Purchasing of smaller capital items.

Deliver urgent documentation to various Councillors and Stakeholders and transport CDW's and certain community members to official events.

ARCHIVES AND REGISTRATION OFFICE

The process of administration in municipalities starts in the registration (records) office with the receipt of all incoming mail and again end there by the recording and disposal of all outgoing mail. Therefore, the records office must be regarded as the most important tool in the administration of a municipality.

As said, here is the place where we receive, record and distribute all incoming and outgoing mail. These mail is delivered at and collected from the Post Office of a daily basis. Apart from the mail received from the normal stream, mail is received through faxes, e-mail and delivered by hand. Legal documents are delivered by hand through the sheriff, if so determined. File those records which are ready for

filing. Annual disposal and shifting of closed files for safekeeping, of which a number of 120 running metres of shelves was vacated from existing records and moved to newly erected shelves in another storeroom. This is an exercise which is repeatedly executed to assure suitable storage space for the files.

Create new files where necessary. Safe keeping of electronic recording material of hearings and official meetings.

Renewal of RWC and licences of all Municipal vehicles.

Manage the internal usage of stationary, copy paper, tea and coffee and do the requisitions for new stock. (Budget control.)

SWITCHBOARD

This is the first voice to the public for anybody who calls in. At the switchboard we are managing all incoming and outgoing calls and issue out the monthly bills of calls made to officials. Reconcile the cost to be deducted from salaries.

PROPER MANAGEMENT OF KITCHENS AND CLEANING OF THE CIVIC CENTRE AND MUNICIPAL WORKSHOP

Provide tea and coffee for those officials and Councillors contributing to the tea club. Prepare food and refreshments for Executive Committee, Council and other official meetings as and when requested.

Cleaning of the Civic Centre and the Municipal Workshop.

KEY ISSUES AND HIGHLIGHTS

ADMINISTRATION AND SECRETARIATE

The Division experienced sad moments during the second quarter when it lost two of its officials who passed away, Mrs L Mabala from the Records Office and M R Letswalo, an Office Assistant.

The division managed to deliver the agendas of all official meetings in time. Agendas for a total number of 16 Executive Committee meetings, 11 Council meetings, 4 Mayoral Committee meetings, 4 Council informative meetings, 6 Cluster Committee meetings, 3 Portfolio Committee meetings, agendas for 37 Ward Committee meetings and 8 Management meetings were prepared and distributed.

The overall attendance of meetings of both the Executive Committee and the Council is fairly well. There was always a quorum for all 16 Executive Committee meetings and the 11 Council meetings. The average rate of attendance for Executive Committee meetings was 80% and that of the Council meetings 75%. There was also community participation in all Council meetings which were held.

According to the attendance list, the attendance for all ward committees for those meetings which did take place was above 50% except for Ward 9 and Ward 10

which was below 50% attendance. The rate of meetings which did take place for the 2008/09 term is also below 50%. Agendas for 37 meetings were distributed, of which 19 meetings had to be postponed due to various reasons and 18 meetings were successfully held. The ultimate is that Ward Committee meetings be held 4 times per year per ward, meaning 48 Ward Committee meetings in total for Lephalale.

ARCHIVE AND REGISTRATION

The influence of the current development which take place in Lephalale was clearly experienced with the increased volume of documents received in the municipality. Unfortunately, due to the growth in technology, all incoming mail is not received in the registration office only, a large number is received either per hand in other directorates, or per e-mail and faxes. A total number of 17 244 documents were handled as incoming mail for the mentioned period. The majority of the documents can be classified either as applications for land development which included the applications for subdivision, consolidation, rezoning, amendment schemes and new Township Establishments as well as the erection of new buildings or alterations, and further more documents to the vehicle licences and traffic directorates. For the period 2007/08, a total number of 11 applications for the establishment of new Townships were received where as for the period July 2008 till June 2009 a total number of 55 applications for the establishment of new Townships were received. A total number of 35 applications for amendment schemes were received for 2007/08 and 148 for 2008/09. Apart from the above number of documents, all applications for employment, about 9 000 applications for the 72 appointments, were received in the Records Office and documented for proof of receipt.

A total number of 412 new files were opened which included the number of 72 for the newly appointed employees. 45 New agreements were signed for safekeeping in the security cabinet.

With the alterations of office space in the Records section, based on the suggestions received from the Archive Audit, a separate office was created for the new position of Records Officer L6 which was filled on 1 April 2009 and a new locker peogon whole cabinet was installed for safekeeping before collection of all outgoing mail from the Records Office which must be distributed amongst the various Directorates.

MEMBERS OF THE COUNCIL

MAYOR/EXCO CHAIRPERSON

Clr N R Mogotlane

SPEAKER

Clr M M Kgwantha

MEMBER OF EXCO

Clr K L Kwanaite

MEMBER OF EXCO

Clr L F Modimola

MEMBER OF EXCO

Clr S D Mokono

MEMBER OF EXCO

Clr J H van Niekerk

WARD 1

Clr F R Nku

WARD 2

Clr S Snyders

WARD 3

Clr M J Mojela

WARD 4

Clr T S Matlou

WARD 5

Clr R F Motebele

WARD 6

Clr M I Shiko

WARD 7

Clr R J Shiko

WARD 8

Clr J A Mogoasa

WARD 9

Clr M F Shongoane

WARD 10

Clr M O Mokwena

WARD 11

Clr B G Ngoepe

WARD 12

Clr R M Setlatjile

PROPORTIONAL

Clr D E Erasmus

PROPORTIONAL

Clr M P Modiba

PROPORTIONAL

Clr L S Manamela

PROPORTIONAL

Clr S S Moima

PROPORTIONAL

Clr L T Nku

TRADITIONAL LEADER

Kgosigadi M A Shongoane

TRADITIONAL LEADER

Kgosigadi M L Laka

SELEKA TRIBAL REPRESENTATIVE

Mr K A Mocheke

MUNICIPAL CLUSTER

COUNCILLOR	CLUSTER
Clr NR Mogotlane	Mayor
Clr MM Kgwantha	Speaker
Clr KL Kwanaite	Cluster: Finance and Economic Development
Clr S Snyders	Portfolio: Finance
Clr DE Erasmus	Portfolio: Mining and Industry
Clr SS Moima	Portfolio: Economic Development
Clr MO Mokwena	Portfolio: LED SMME
Clr MI Magoai	Portfolio: Tourism and Environmental Affairs
Clr LF Modimola	Cluster: Governance and Administration
Clr BG Ngoepe	Portfolio: Traditional and Home Affairs
Clr S Matlou	Portfolio: Land and Agriculture
Clr LS Manamela	Portfolio: Labour
Clr JA Mogoasa	Portfolio: Communication
Clr JH van Niekerk	Cluster: Municipal Services
Clr RM Setlatjile	Portfolio: Water and Sanitation
Clr FR Nku	Portfolio: Housing
Clr RF Motebele	Portfolio: Electricity
Clr MF Shongoane	Portfolio: Public Works
Clr MJ Mojela	Portfolio: Public Transport and Roads
Clr M P Modiba	Portfolio: Safety, Security, Liaison and Disaster
Clr SD Mokono	Cluster: Community Development
Clr MA Setlhare	Portfolio: Health and Social Development
Clr RJ Shiko	Portfolio: Education and Pre-Schools
Clr LT Nku	Portfolio: Sports, Arts and Culture

ATTENDANCE OF MEETINGS BY COUNCILLORS

SUMMARY JULY 2008 TO JUNE 2009					
AWA = Absent Without Apology A = Apology					
M M Kgwantha	A - 0 AWA - 1	M O Mokwena	A - 0 AWA - 0	Ms MA Shongoane	A - 1 AWA - 4
N R Mogotlane	A - 2 AWA - 0	R F Motebele	A - 0 AWA - 0	Ms M L Laka	A - 0 AWA - 0
K L Kwanaite	A - 3 AWA - 3	B G Ngwepe	A - 0 AWA - 2	Mr A Mocheko	A - 0 AWA - 5
L F Modimola	A - 0 AWA - 0	F R Nku	A - 1 AWA - 0	Mr J A Mogwasa	A - 0 AWA - 0
S D Mokono	A - 2 AWA - 0	L T Nku	A - 1 AWA - 0		
J H van Niekerk	A - 0 AWA - 0	R M Setlatjile	A - 1 AWA - 1		
D E Erasmus	A - 4 AWA - 1	M A Setlhare	A - 1 AWA - 5		
M P Modiba	A - 2 AWA - 0	M I Shiko	A - 2 AWA - 3		
L S Manamela	A - 2 AWA - 0	R J Shiko	A - 2 AWA - 0		
T S Matlou	A - 0 AWA - 0	M F Shongoane	A - 1 AWA - 3		
S S Moima	A - 1 AWA - 1	S Snyders	A - 2 AWA - 1		
M J Mojela	A - 1 AWA - 3	M B Thobane	A - 2 AWA - 1		

PERIOD July 2008 - June 2009

Number of Executive Committee meetings held - 16

Number of Council meetings held - 11

Number of A Item - 50

Number of B Items - 146

ATTENDANCE OF WARD COMMITTEE MEETINGS

WARDS	COUNCILLOR	DATES FOR MEETINGS	REASON FOR FAILURE	ATTENDANCE
01	Clr. F Nku	10 September 2008	Successful	90%
		28 January 2009	Unsuccessful due to quorum	40%
		10 February 2009	Postponed due to workshop	-
02	Clr. S Snyders	19 August 2008	Successful	70%
		03 February 2009	Postponed due to workshop	-
		03 March 2009	Postponed due to quorum	-
03	Clr. J Mojela	21 August 2008	Unsuccessful – due to quorum	50%
		19 February 2009	Unsuccessful – due to workshop	%
		11 March 2009	Successful	70%
04	Clr. S Matlou	03 September 2008	Unsuccessful – due to quorum	20%
		29 October 2008	Successful	50%
		11 February 2009	Postponed – due to workshop	-
		05 March 2009	Successful	70%
05	Clr. F Motebele	14 August 2008	Successful	80%
		26 February 2009	Postponed due to workshop	%
		17 March 2009	Successful	70%
06	Clr. I Shiko	18 July 2008	Successful	70%
		17 September 2008	Successful	%
		26 February 2009	Postponed due to workshop	-
		19 March 2009	Successful	70%
		14 May 2009	Postponed due to Quorum	-
07	Clr. I Shiko	25 September 2008	Successful	%
		12 November 2008	Postponed due to workshop	-
		17 February 2009	Postponed due to workshop	-
		18 March 2009	Successful	60%
08	Clr. B Thobane	27 August 2008	Successful	%
		12 February 2009	Unsuccessful due to quorum	%
		04 March 2009	Successful	60%
09	Clr. F Shongoane	11 October 2008	Postponed – due to secretary's family responsibility	%
		30 October 2008	Postponed due to quorum	%
		28 February 2009	Postponed due to workshop	
		26 March 2009	Postponed due to quorum	-

WARDS	COUNCILLOR	DATES FOR MEETINGS	REASON FOR FAILURE	ATTENDANCE
10	Clr. O Mokoena	16 October 2008	Postponed	%
		26 March 2009	Postponed due to workshop	%
		09 April 2009	Postponed due to quorum	40%
		16 July 2009	Postponed – Due to quorum	30%
11	Clr. B Ngoepe	06 August 2008	Postponed – due to quorum	-
		01 September 2008	Successful	70%
		04 October 2008	Successful	%
		21 March 2009	Unsuccessful – due to Workshop	-
12	Clr. M Setlatjile	09 October 2008	Successful	60%
		25 February 2009	Postponed due to workshop	-
		25 March 2009	Successful	50%
		22 September 2009	Unsuccessful due to quorum	30%

Number of meetings scheduled for 2008/2009	44
Number of Meetings convened	18
Number of Meetings Failed	7
Number of Meetings Postponed	19
TOTAL	44

HUMAN RESOURCES

1. OVERVIEW

- General personnel administration, recruitment and induction.
- Secretarial: Local Labour Forum and relevant ad hoc committee-labour relations.
- Skills development facilitation/plan.
- Injury on duty.
- Employee loans.
- Training of councilors.
- Performance evaluation.
- Employment Equity Plan
- Develop Policies, procedures and processes
- Conditions of Service, including disciplinary/grievance procedures

2. DESCRIPTION OF EACH ACTIVITY

2.1 Recruitment, induction and employee wellness

The Human Resource Division of the municipality believes that the most important asset and guarantee for an effective organisation is the employees and to this effect, we strive to attract the most suitable

candidates for the appointment in accordance with the functional needs, affirmative action and the employment equity plan of the municipality.

The organogram was reviewed in May 2008 for the implementation of the financial year 2008/9. The approved organogram consisted of five Directorates and 24 new positions were approved. A total of 72 positions were filled during the financial year including the 24 new positions on the other hand 27 employees terminated their services with the municipality which represent 8.1% of terminations.

It has to be noted that it has been a difficult task to fill the positions of Divisional Heads, Electricians, and Civil engineers, Building Inspectors, Internal Auditors, GIS Officers and Town Planners during the financial year. Almost all of the these positions were advertised more than once because applicants rejected appointments due to the salary scales offered or applications received did not meet the minimum requirements as per advert as result of lack of interest in the advertised positions. It would be of critical importance for the Municipality to review the salary scales of these positions if the municipality wants to be the preferred employer in future hence the massive development in Lephalale.

The Division has during the year dealt successfully with the backlog in filling of vacancies which at times translated into an unnecessary protracted turnaround time in filling of positions implicating on the statutory mandate of the municipality to provide public services in an effective and efficient manner. The current human capacity is in adequate to address the challenges of recruitment hence the number of employees that terminate service for various reasons every year.

The other challenge the Division faces is that of employee wellness programmes even though a sports event was held during the previous financial year as part of the programme. A total workforce of 335 employees without a professional Employees Wellness Officer (qualified Social Worker) is disastrous for any organization. The employees face challenges ranging from being indebts, HIV/AIDS and other diseases, loss and trauma, disability, incapacity, burnout, personal issues, social and behavioral problems, harassment, family problems to stress and in all these cases the HR Division cannot provide any kind of professional service due to capacity. It is the divisions believe that employees are assets and have to be cared for in order to remain operationally effective and efficient.

Induction programme has been designed and on monthly basis new employees have been inducted into the organization. The programme introduced new employees to the culture of the municipality, the work environment, organizational history, etc.

2.2. Employment equity

Municipality as institution of government need to comply with the statutory requirements as stipulated by the Employment Equity Act 55 of 1998. The purpose of the act is to promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and implementing affirmative action measures to redress the disadvantages in the employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

2.3. Skills development

The key function of the Skills Development is to maximize the potential of employees, through the acquisition of knowledge and skills to be able to work productively and competitively in order to achieve the primary goal of providing quality service to all customers.

The Skills Development Officer is responsible for the updating and administration of the issues of skills development such as coordinating the skills audit and need analysis, developing and submitting the Work Skills Plan and the Annual Training Report. Skill Development Plan for the financial year in review was completed and submitted to LGWSETA. The plan was submitted after departments and unions have submitted inputs. The Annual Training Report was also submitted to LGWSETA before the final date of submission which is the 30th of June every year.

2.4. Local Labour Forum

The LLF has been given specific responsibilities by the Organizational Rights Agreement to consult/negotiate on all matters affecting workers. Consultations are between the Council and the trade unions and are handled through reports that come from departments within Council, as well as items submitted by the unions on behalf of their members.

2.5. Performance Management System

The Municipality does not have the system in place to manage the performance of its employees. It is of importance that the PMS is implemented to ensure that managers sign the performance agreements and that proper monitoring, evaluation is done effectively.

3. PERFORMANCE DURING THE YEAR, PERFORMANCE TARGETS AGAINST ACTUAL ACHIEVED AND PLANS TO IMPROVE PERFORMANCE

3.1 Recruitment and induction

The planned performance in this key performance area was to reduce the vacancy rate from 9,6 % to 2,1%. The vacancy rate was reduced to just

below 6,9% by June 2009 and it further planned to be reduced to below 3% by December 2009 and 2,1% by 30 June 2010.

The HR has planned to have induction of new employees every month and at the end of the financial year 90% of all new employees were inducted and the induction was held almost every month.

3.2 Employment equity

The Employment Equity Plan for the next five years starting from the 1st July 2008 to 30th June 2013 was submitted to the department of Labour as required by the EE act. The workforce Equity is planned follows: 54,2% black males, 7.6% white males, 33,2% black females, 5,0% white females and 2,1% employees with disabilities.

During the year in review it would be noted that the municipality recruitment was 65,3% black males, 5.6% white males 25% black females, 4,1% white females and no appointments from the category of the disabled persons. The recruitment for the financial year is not assisting in meeting the targets set for 2013.

The current equity as of the 30th June 2009 is as follows: 70,1% black males, 5,1% white males, 22,1% black females, 2,7% white females and 0,29% employees with disabilities.

It is important that the Municipality meets the set targets for 2013 in terms of the numerical goals of the equity plan, thus the following would need to be done:

- Municipal Manager appoints Manager responsible for the implementation and monitoring of the equity plan.
- All managers be hold accountable for the attainment of the equity targets as set out by the EE plan and this be part of the performance targets.
- That positions be designated as positions where the disabled persons could be appointable for the financial year 2010/11.
- Train managers, divisional heads and the leadership of IMATU and SAMWU shop stewards on compliance of the EE targets and the calculation of the numerical targets, to enable them to monitor the recruitment process and the implementation of the EEA.

The following awareness campaigns would need to be implemented:

- Take a girl child to work
- 16 days of activism
- Workshop on sexual harassment and discrimination in the workplace
- Men's Summit

3.3 Skills development

The WSP and ATR were submitted as required by LGSETA and they were later submitted to council for approval.

The Training Committee which specifically deals with the training matters and submits reports to LLF was non-functional for the year in review. The committee would have assisted in the monitoring and the implementation of the WSP and thus ensuring that training takes place as planned. It is therefore planned that the Training Committee be revived with the assistance of the LGSETA.

It would be noted that during the financial year the two interns in Budget and Treasury completed their internship programme successfully. However it should be noted with regret that the 23 learners on the Municipal Finance and Administration Learnership could not complete their learnership programme as result of the service provider not being accredited. The Municipality tried all means to assist that the learnership be completed but all in vain with LGWSETA further indicating that it would no longer consider the learnership programme resulting in termination of the learnership by the 31st March 2009.

Challenges:

- Alignment of the WSP to IDP and Budget processes;
- Optimal use of training budget for needs-driven training and development;
- Ensuring that all training and development activities serve to advance the strategic agenda of the municipality;
- Ensuring that training budget is used for its intended purpose.
- Ensure that the lower level employees are also given opportunity to be trained as it is clear from the training report table that very few employees in that category were trained.

3.4 Local Labour Forum

The functionality of the Local Labour Forum for the financial year in review has not been satisfactory. A total of three LLF meetings out of the expected twelve meetings were held during the financial year and amongst other issues which the meetings discussed were: Essential Services Agreement signed by Council and Unions, Recruitment, Occupational Health & Safety, Training and Development matters etc. The LLF meetings would need to be held regularly as prescribed by the SALGA: Main Collective Agreement.

3.5 Performance management

The absence of an integrated performance management system poses a major risk to the optimal management and development of both managers and employees, as the organization cannot legitimately hold individuals and work teams accountable for required performance outputs in accordance with

the agreed performance standards and indicators This has a direct retarding impact on departmental and organizational effectiveness and efficiency resulting in compromised levels of service delivery.

SOCIAL SERVICES

1. ROAD TRAFFIC AND SAFETY

1.1 Roadworthy tests on vehicles of all classes had been conducted and the following results had been achieved:

	PASS	FAIL	RE-TEST	PASS	FAIL	TOTAL
Motor cycles	25	-	9	2	-	36
Goods vehicles	403	10	526	238	14	1191
Buses	53	1	99	33	6	192
Trailers	116	-	49	21	-	186
Other and passenger vehicles	510	2	397	190	9	1108
TOTAL	744	13	1080	484	29	

1.2 Applicants tested for learner licences

WRITTEN			VERBAL		
CODE	PASSED	FAILED	CODE	PASSED	FAILED
1	21	23	-	-	-
2	83	52	-	-	-
3	1719	640	-	-	-
TOTAL	1823	715	-	-	-

Note: No verbal learner licence tests were conducted this period

1.3 Applicants tested for driver's licences

CODE	PASSED	FAILED
A1	2	1
A	6	6
B	75	52
C1	1363	918
EC	3	3
EC1	1	1
TOTAL	1450	978

1.4 Traffic fines

	CASE NO	VALUE OF NOTICES
Notices issued	3994	R1 239 450-00
Notices paid	1576	R319 390-00
Notices withdrawn	420	R155 650-00
Warrant of arrest	0	0
Notice outstanding	1982	R629 500-00

2. **REGISTERING AUTHORITY**

The Registering Authority function is done by the Municipality on agency basis for the Department of Transport and is administered as follows:-

- Registration and licensing of motor vehicles through execution of relevant transactions on eNatis
- Application and issuing of learners and driving licenses and related activities through execution of relevant transactions on eNatis
- Application and issuing of Professional Driving Permits through execution of relevant transactions on eNatis

These services extend to include the whole area within the Municipal jurisdiction of Lephalale.

The Municipality has a mandate to:-

- Record all motor vehicles operated within its area of jurisdiction.
- Issue learners and driving licenses to competent persons and keep record of such licences.
- Examine vehicles for roadworthiness and issue them with roadworthy certificates

The Strategic objectives of this function are to:-

- Ensure safety of all road users by maintaining a database of drivers authorized to operate vehicles on a public road, which database serves as a backup for traffic law enforcement.
- Ensure safety of all road users by maintaining a database of motor vehicles authorized to be operated on a public road which database serves as a backup for traffic law enforcement.
- Generate income for the Department of Transport and the Municipality.

Analysis of the function:-

1	Number and cost to employer of all personnel associated with registering authority and licensing function:- 1x Divisional Head 1x Senior Clerk 4x Clerk Gr1 Total personnel Total Salary package Other costs Total operating costs	6 officials	R1,010m R0,744m R1,754m
2	Statistical information on registration and licensing on motor vehicles:- Number of vehicles registered Number of vehicles licensed Vehicle population as at 30/06/2008 Revenue collected for the Department of Transport Revenue collected for the Municipality Revenue collected for Road Traffic Management Corporation Total revenue collected through registration and licensing of motor vehicles	2803 24538	R7,529m R1,950m R0,516m R9,479m
3	Statistical information on roadworthy certificates, permits, business registration number certificate, traffic register number certificates and personalised license numbers:- Number of applications received and processed Number of roadworthy certificates issued Number of special and temporary permits issued Number of BRN certificates issued Number of traffic register certificates issued Number of personalised license numbers issued Revenue generated for Municipality Total revenue collected with regard to RWC, Permits, BRNC, TRN and PLN	2928 1397 803 63 37 9	R0,442m R0,442m
4	Statistical information on learner licenses, driving licenses and Professional Driving Permits:- Number of applications received and processed Number of learner licenses issued Number of driving licenses authorized Number of Professional Driving Permits issued Number of license cards ordered from Prodiba Revenue generated for the Municipality Revenue generated for Prodiba (card production) Total revenue generated through application and issue of learners licenses, driving licenses and professional driving permits	10506 1966 2942 820 4576	R1,615m R0,200m R1,815m

Performance during the year, performance targets against actual achieved and plans to improve performance:-

Key Performance Area		Current	Targets for next year
Finances	<p>Amount collected for Municipality Amount collected for Department of Transport Amount collected for Prodiba Amount collected for Road Traffic Management Corporation</p> <p>Total amount collected</p> <p>Improvements planned for next financial year:-</p> <p>Improve revenue collection by 10%</p>	<p>R3,865m R7,529m R0,200m R0,516m R12,11m</p>	<p>R4,250m R8,281m R0,220m R0,540m R13,32m</p>
Service delivery	<p>Number of transactions performed with regard to registration and licensing of motor vehicles</p> <p>Number of transactions performed with regard to learner licenses, driving licenses and Professional Driving Permits</p> <p>Number of transactions relating to RWC, Permits, BRNC, TRN and PLN</p> <p>Improvements planned for next financial year:-</p> <p>Establish separate counters for registration of motor vehicles and applications for driving licences.</p> <p>Increase number of test days for learner licences to four.</p> <p>Increase number of driving licence tests to 18 per day, Monday to Friday.</p>	<p>41772 20810 5356</p>	<p>45000 22000 5500</p>
Institutional transformation and development	<p>Staff compliment</p> <p>Skills development/ number of courses attended</p> <p>Improvement planned for next financial year:-</p> <p>Improve capacity of the division through appointment of additional staff (2x clerk Gr1 and 1x Senior licensing officer) and by ensuring that officials attend relevant courses/ workshops</p>	<p>6 officials 5</p>	<p>9 officials 12</p>

3. **PARKS AND RECREATION**

OVERVIEW	DETAIL	TOTAL
Description of the activity	<p>PARKS</p> <ol style="list-style-type: none"> 1. Access of green areas 2. Pruning of trees 3. Cutting of grass 4. Irrigation of grassed areas 5. Control of termites and other pests <p>CEMETERIES</p> <p>To provide access to the public for laying to rest the deceased</p> <p>ENVIRONMENT</p> <ol style="list-style-type: none"> 1. Eradication of alien invader plants 2. Environmental awareness 3. Maintaining of nursery plants 4. Planting of trees <p>SPORTS AND RECREATION</p> <ol style="list-style-type: none"> 1. To provide recreation facilities such as soccer stadiums 2. To provide recreation facilities such as playground equipment 3. To provide tennis, volley ball and netball facilities 	
Strategic objectives of the functions	<p>PARKS</p> <p>To manage and control all open space (parks) areas to a usable and accessible standard for the public</p> <p>CEMETERIES</p> <p>To provide an affordable and accessible facility to the community</p> <p>ENVIRONMENT</p> <p>100% eradication ratio on all C.A.R.A. listed species</p> <p>SPORTS AND RECREATION</p> <p>To provide a sporting facility of 1ha to the community for every 12 000 inhabitants</p>	
Key issues for 2008/2009	<ol style="list-style-type: none"> 1. To maintain and keep good greening practices 2. To enhance on the eradication of alien invader plants 3. Training of 18 workers as brush cutter- and chain saw operators 	

OVERVIEW	DETAIL	TOTAL
	4. Donating of 1 000 fruit trees to the community	
	5. Spending of operational- and institutional budget	
Analysis of the function	1. Nature and extent of facilities provided:	
	1.1 Parks	0,6km ² R50 000.00
	1.2 Cemeteries	5 R30 000.00
	1.3 Sports facilities	2 R20 000.00
	1.4 Environment	1 000ha -
	2. Number and cost to employer of all personnel in the abovementioned:	<u>Current Target (R000)</u>
	2.1 Parks	18 R1 500
	2.2 Cemeteries	5 R 500
	2.3 Sporting facilities	2 R 550
	2.4 Environment	- R 450
	3. Number of deceased per cemetery:	
	3.1 Onverwacht	34
	3.2 Rupert	4
	3.3 Marapong	66
	3.4 Thabo Mbeki	8
	3.5 Steenbokpan	4

4. LIBRARY, ARTS AND CULTURE

REPORTING LEVEL	DETAIL	TOTAL
Overview:	LIBRARY:- <ul style="list-style-type: none"> Collection Development Marketing Reference Sources Preservation of Library materials Supervision and training of staff ARTS & CULTURE:- <ul style="list-style-type: none"> To stimulate nature and instill love into Arts and Culture within the community To allow and encourage people to fully participate in social, political and social life. 	
Description of the Activity:	LENDING SERVICES:- It deals with the library circulation materials borrowed by users. PUBLIC AUTOMATED LIBRARY SYSTEM (PALS):- All the library materials including books are bar-coded, edited and linked to the system. PHOTOCOPIES:- Users make use of library materials and their private copies. FAXES:-	37 222 books 349 periodicals 1307 bar-coded, edited and linked 305 005 copies made by customers

REPORTING LEVEL	DETAIL	TOTAL
	<p>Users receive and send own documents</p> <p>INTERNET:- Users rely on this service for recent and factual information when there are no sources available in the Library.</p> <p>MEMBERSHIP:- Library users receive permission to loan available sources by signing to be Library users. There are renewals, withdrawals and new members.</p> <p>COLLECTION DEVELOPMENT Library collection is acquired through purchase and donations</p> <p>LIBRARY CAMPAIGN/PROMOTION:- The staff managed to recruit users, through various Library promotion programmes.</p> <p>FREE DELIVERY SERVICES:- Customers receive free information service such as books, magazines, film video and DVD, musical CD, reference materials, studying and reading as well as general enquiries.</p> <p>Telephone enquiries are also received Customers are updated for reserved books</p> <p>LIBRARY VISITS:- Crèches, Primary & High schools pay visits at the library on appointment</p> <p>ARTS AND CULTURAL FUNCTIONS:- The community reveal its talents and to inspire others as well as to expose values and ideas of culture. The benefit was to provide opportunity for the local youth to compete against each other.</p> <p>The strategic objectives of these functions are to:-</p> <p>LIBRARY DIVISION</p> <ul style="list-style-type: none"> • Develop accessibility and availability of Library and Information materials. • To encourage the young generation to use the Library • To promote and instill culture of reading within our society. Theme: the more you read the more you know. • To stimulate the community with knowledge and informational needs • To overcome the trends and challenges of information services within our society. • To deliver good Information services to the 	<p>500 cents 800 received</p> <p>Active</p> <p>New members: 693 Renewals: 564 Withdrawals: 844 Current membership: 2000</p> <p>433 purchased books 200 donated books</p> <p>10 schools with 6 000 learners were visited</p> <p>79676 internal use</p> <p>8000 phone enquiries 200 book renewals</p> <p>12 schools</p> <p>2 local competition 1 district competition</p>

REPORTING LEVEL	DETAIL	TOTAL
	<p>community at large.</p> <ul style="list-style-type: none"> To encourage growth of information to our society To serve the community with high-quality services. <p>ARTS AND CULTURE</p> <ul style="list-style-type: none"> To facilitate the integration of Arts and Culture within the community To display Arts and Cultural items to be recognized by the community members <p>The key issues for 2008/09 are:-</p> <ul style="list-style-type: none"> To purchase right sources at the right time to the right customer, fulfilling user request. Market the Library within the community and to the farms. Recruit community members to use the library and join arts and cultural activities 	
Analysis of the function	Nature and extent of facilities provided:-	Facilities Users
	<p>LIBRARY SERVICES:</p> <p>Libraries</p> <p>Community hall</p> <p>Number of employee cost to employer of all personnel in Library, Arts and Culture division services</p> <p>Total operating cost of Social Service function</p>	<p>2</p> <p>1</p> <p>10</p> <p>R3 1554 354</p>
Key Performance Area	Performance during the year, performance targets against actual achieved and plans to improve performance	Current Target
<ul style="list-style-type: none"> Marketing of the Library Weeding Cultural Activities Public service New Library Multi-purpose centre 	<p>Actual performance achieved:</p> <ul style="list-style-type: none"> Marketing of the Library- in local schools including farm schools Weeding-old and damaged library materials Cultural activities- local and district competitions PALS online services to Library users Planning and implementation of new Library in Marapong. Planning and implementation of the multi-purpose centre in Mokuruanyane <p>Plans to improve performance: Direction</p> <ul style="list-style-type: none"> Create new marketing strategies that appeal to the community Negotiate with online network stakeholders to respond to the offline network problem 	<p>34 Schools</p> <p>160 100</p> <p>Active-network offline sometimes</p> <p>On process</p> <p>On process</p>

REPORTING LEVEL	DETAIL	TOTAL
	<ul style="list-style-type: none"> Selecting best tender construction for the new library and for the multi-purpose centre 	
<ul style="list-style-type: none"> Objective 	<p>Improvements planned for next year:</p> <ul style="list-style-type: none"> Continue to increase Library Membership Increase Library Promotion projects (Literacy day, Film shows, etc.) Encourage community to participate Arts and Cultural activities To provide services through PALS System Target pre-schools in Palala circuit for Readathon and invite SABC education for entertainment Edit and link musical records and borrowed to users Construction phase be completed in 2010 for the new Library in Marapong and Mokuruanyane Multi-purpose centre. 	

5. HOUSING

OVERVIEW

Activities associated with the provision of housing

Attend to all enquiries with regard to housing matters in general.

Attend to all complaints with regard to housing in particular.

Register housing needs (BNG housing as well as middle income housing [home ownership and rental]).

Compile waiting lists for housing (at present there are 50 waiting lists, the majority being those for the villages in the rural areas).

Update and maintain all the waiting lists on an annual basis.

Complete subsidy application forms after a housing project was approved by the Department of Local Government and Housing and the project area was determined by the Council of Lephalale Municipality.

Do surveys when deemed necessary, for example if there is a low occupancy rate of houses within a completed housing project.

Educate housing consumers.

Attend Ward Committee meetings when housing matters are discussed at such meetings.

Arrange and attend community meetings to discuss housing matters in general and in particular like to announce newly approved housing projects.

Render technical, financial and administrative assistance to communities, as and when People's Housing Process projects are implemented.

Regular communication with the Department of Local Government and Housing with regard to housing matters in general and in particular.

DESCRIPTION OF THE ACTIVITY

The function of provision of housing within Lephalale Municipality is administered as follows and includes:

A housing enquiry/information office is situated at the entrance to the Civic Centre to be easy accessible to the general public. At this office members of the community can acquire all information regarding housing provision within the municipal area. The community can register their needs for Breaking New Ground - housing as well as middle income housing, determine whether a housing need registered is included in a waiting list and complaint about problems experienced with regard to housing in general and in particular.

All needs for housing registered (a form completed) are captured and included in a specific waiting list. Waiting lists are always available for inspection. Copies of the urban waiting list are usually also available at the Marapong office of the Municipality.

Ward Councillors and Ward Committee members (rural) are also provided with copies of the waiting lists of the villages in the specific wards. Community members can inspect waiting lists with these Ward Councillors and Ward Committee members and do not have to visit the housing office to acquire information.

Ward Committee members are in possession of housing need registration forms and assist members of the community to register their housing needs. The Ward Councillors normally submit completed need registration forms to the housing office at the Civic Centre when they attend meetings.

The same assistance is rendered to members of the community when the waiting lists are maintained and updated annually.

When a project is announced officials from the Housing Division visit the villages or townships where a new development will be implemented and with the assistance of Ward Councillors and Ward Committee members complete subsidy application forms for recommended potential beneficiaries.

Surveys are done by officials from the Housing Division by visiting areas and by completing predetermined survey forms.

Housing per se is not the competency of local government and therefore regular communication with the Department of Local Government and Housing of the Limpopo Province is a necessity to ensure the successful implementation of housing programmes. This communication includes regular meetings, telephonic

conversations and written correspondence. Communication with the National Department of Housing is not regular.

The Municipality has a mandate to:

Take all reasonable and necessary steps to ensure that:

The community has access to adequate housing.
Conditions not conducive to the health and safety of the community are prevented or removed.
Services in respect of water, sanitation, electricity, roads, storm water drainage and transport are provided which is economically efficient.

Set housing delivery goals.

Identify and designate land for housing development.

Create and maintain a public environment conducive to housing development.

Promote the resolution of conflicts arising in the housing development process.

Initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development.

Provide bulk engineering services.

Plan and manage land use and development.

The strategic objectives of this function are:

That everyone has the right of access to adequate housing.

That the state must take reasonable legislative and other measures within its resources to achieve the progressive realisation of this right.

The key issues for 2008/2009 were:

To unblock the Steenbokpan “blocked” housing project approved during 2004/2005 and then viewed as an incomplete project, where a total of 170 housing units have to be constructed.

To unblock the urban housing project of 1356 units implemented by 8 (eight) appointed developers where 100 (one hundred) housing units still have to be erected.

To unblock the rural housing project of 350 units where 23 (twenty three) housing units still have to be erected.

To unblock the rural housing project of 200 units where 2 (two) units still have to be erected.

To redevelop 2 (two) hostels which formed part of a scaled down hostel redevelopment programme.

To implement the pilot housing project of Exxaro Grootegeeluk Coal Mine of 5 (five) BNG houses to be equipped with eco-friendly appliances.

To address the challenges identified after the survey done at Thabo Mbeki and Thabo Mbeki Extension 1.

To solve the housing challenge in the rural area in respect of people negatively influenced by floods.

To implement the system of updating and maintaining waiting lists for housing on an annual basis.

To attend to the unauthorised occupation of land.

To determine the need for middle income housing.

To compile standard practice manuals.

ANALYSIS OF THE FUNCTION

Number and cost of personnel:

Office (Clerical/Administration): 5.

Building sites (Technical):1.

Cost: R 1 104 634-00.

Number and total value of housing projects:

Current:

Marapong Extension 4 housing: 88 houses	R 3 897 368-00
Rural housing: 472 units	R 20 534 832-00
Emergency housing: 12 units	R 552 072-00
Emergency housing: 32 units	R 1 748 800-00
Exxaro pilot housing project: 5 units	R 469 230-00
	<u>R 27 202 302-00</u>

Planned:

Community residential units: 496 units	R 99 200 000-00
Steenbokpan housing: 170 houses	R 9 290 500-00
Rural housing: 46 units	R 2 562 476-00
	<u>R 111 052 976-00</u>

Total type, number and value of housing provided:

Rural housing: 311 houses and 165 VIP`s	R 18 424 847-00
Emergency Housing: 12 units	R 552 022-00
Exxaro pilot housing project: 5 units	R 469 230-00
	<u>R 19 446 099-00</u>

Total number and value of rent received:

Zero	R 0-00
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Estimated backlog in number and cost:

Urban: 7 021	R 422 067 415-00
Rural: 5 579	R 335 371 585-00
	<u>R 757 439 000-00</u>

Type of habitat breakdown:

Number of people living in a house or brick structure:

Number of people living in a traditional dwelling:

Number of people living in a flat/ block of flats:

Number of people living in a town/ cluster/ semi-detached group dwelling:

Number of people living in an informal dwelling or shack: 2 347

Number of people living in a room/flat let:

REPORTING LEVEL

Type and number of grants and subsidies received:

None	R 0-00
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Total operating cost of housing function:

R 1 452 384-00

KEY PERFORMANCE AREA

Hostel redevelopment (Community Residential Units):

The Department of Local Government and Housing appointed another service provider to plan the site and unit layout for 496 units (Phase 1). The planning must

be completed by the end of September 2009. Numerous hostel community meetings were held to acquire the inputs of the mentioned community.

Phase 2 will be the implementation of about 250 (two hundred and fifty) units during the 2010/2011 financial year, which include the installation of services and the construction of top structures and the demolishing of some of the existing buildings.

Phase 3 will be the implementation of about 250 (two hundred and fifty) units during the 2011/2012 financial year, which include the installation of services and the construction of top structures and the demolishing of the remainder of the existing buildings.

It is not possible to complete the project in a shorter time as procurement processes are time consuming, bulk services will not be available soon and the township establishment and Environmental Impact Assessment processes will still take some time before completion.

Steenbokpan housing: 170 units:

The Department of Local Government and Housing informed Lephalale Municipality during October 2007 that the Department viewed this project as a “blocked” and requested the Municipality to re-apply for the project as a new project for the 2008/2009 financial year.

This application was done during November 2007 but by 30 June 2008 no indication was given yet whether the project was approved for the 2008/2009 financial year. The Department of Local Government and Housing was nevertheless requested to keep the need for BNG as well as other government subsidized housing registered with the Department.

Survey: Thabo Mbeki and Thabo Mbeki Extension 1:

This survey was completed during August 2007 and a report in that regard was submitted to the Workgroup regarding housing development. After discussion of the report by management letters in that regard were directed to the MEC as well as the Acting HOD of Local Government and Housing at that time. Thereafter various discussions regarding all the challenges were held but by 30 June 2008 no final solution about any of the challenges was reached yet.

Marapong Extension 4: PHP housing: 88 units:

A contractor was appointed to implement this project and originally progress was very slow, one of the reasons being the shortage of cement and sometimes the unavailability of cement. As a result of the new development in and around Lephalale it was obvious that developers/contractors in need of huge quantities of cement were more likely to acquire cement than a small contractor only needing small quantities of cement at a time.

By the end of June 2009 a total of 88 (eighty eight) foundations and 34 (thirty four) wall plates were completed.

Rural housing project: 472 units:

The Department of Local Government and Housing appointed 4 (four) developers to implement this programme and well as follows in the following villages:

<u>Village</u>	<u>Units</u>
Botshabelo	138
Moong	20
Segale	10
Botsalanong	82
Kopanong	20
Kgobagodimo	80
Letlora	42
Tshelammake	2
Magadimela	13
Madibaneng	30
Lebu	35
	<u>472</u>

By 30 June 2009 a total of 311 housing units and 165 VIP`s were completed.

Emergency housing: Rural area: 12 Units

As a result of the flood experienced on 24 January 2008 at which time the Phalala River burst its banks a great number of houses were flooded. The most vulnerable were identified and the Department of Local Government and Housing then appointed a developer to erect 12 (twelve) BNG housing units for the affected households on “new” erven which were not affected by the flood mentioned. These 12 (twelve) housing units were completed by the end of March 2009.

Emergency housing: Rural area: 32 units

As a result of the same flood mentioned above the Department of Local Government and Housing appointed another developer to erect 32(thirty two) BNG housing units for other affected households also on “new” erven which were not affected by the flood mentioned. The project will be implemented during the 2009/2010 financial year.

Exxaro pilot housing project: Marapong Extension 4: 5 units

Exxaro Grootegeeluk Coal Mine approached Lephalale Municipality to become involved with a pilot housing project (5 (five) BNG housing units) initiated by Exxaro. The main purpose of this pilot project was to train local people in building skills and also entrepreneurial skills. The result of this exercise should have been the establishment of enterprises like building contractors, brick makers and road builders.

Added to the project was eco-friendly appliances like solar water heaters, zinc fuel batteries (electricity), insulation, water tanks at each housing unit to catch up rain

water for gardening purposes, grey water systems (the natural purification of wash water [not toilet water] to also be used for gardening purposes and the establishment of vegetable gardens.

Lephalale Municipality, with the approval of the Department of Local Government and Housing, made available 5 (five) residential erven in Marapong Extension 4 to Exxaro for this project. The households to benefit were recommended by the Ward Committee of Ward 1. These households were qualifying BNG households whose particulars were included in the urban waiting list.

This project was completed on 30 March 2009.

Determination of flood lines along the Phalala River

As a result of the flood of 24 January 2008 the Department of Local Government and Housing (Disaster Centre) invited bids from potential service providers for the determination of flood lines along the Phalala River from Setateng up to Motlhasedi in order to prevent future flooding of housing units which may have been erected within such flood lines.

Only one bid was received and it was quite clear from the start that the funding available was not sufficient to appoint a service provider to determine the flood lines. There was constant communication between Lephalale Municipality and the Department of Local Government and Housing regarding the provision of funds to appoint a service provider to determine the flood lines as was mentioned above. Towards the end of June 2009 there was still no positive news regarding this matter and communication between Lephalale Municipality will continue regarding this matter even after 30 June 2009 in order to ensure that the flood lines are indeed determined as soon as possible.

6. WASTE MANAGEMENT

6.1 Integrated Waste Management Plan (IWMP)

A consultant (PDNA) has been appointed by the Department of local government and housing and the plan should be ready 30 September 2009. a draft plan have been submitted.

6.2 Landfill site access control

The access control forms have been established for use by the security officers at the dumping site. The form contains the date, registration number; refuse type, driver's name, vehicle model, number of loads and the time in and out of the site. The aim of establishing this was meant for type of waste and the load so to enable the municipality to get the statistics in terms of waste disposed, and above all to control the accessibility of the people in and out of the site.

6.3 Landfill site record form

The waste management system has been established to check the amount of waste collected and dumped at the dumping site. A record form has been done and given to waste management officer wherein they record the number of loads dumped daily. The aim to establish the form was not only to have number of loads dumped but also to check the number of personnel per truck and the employment status if temporary or permanent.

6.4 Data for refuse collected from businesses

The waste collection at the business area is done daily and is done at the businesses that have mass containers and the drums. Initiatives has been made with regard to size of waste collected however such information will be retrieved from the record form as it require an indication of the location of collection. An updated register of containers was established and the total number of was acquired.

6.5 Mass containers

The issue of mass containers is initially dealing with wherein 125 mass containers have been identified and one is privately owned as it has a yellow line around it that give an indication as it differs with the municipal ones. A research was conducted that led to these findings. An initiative was done to consult the Finance Directorate and the available records shows only 75 mass containers have been registered within their records and are paid for however does not match the records that the division has. Amongst available mass containers few need to be repaired and replaced. Additional mass containers will be needed as the town is developing fast and to date 20 security complexes have been built and need waste removal services.

6.6 Recording of the mass containers

As the division a strategy has been placed to all who apply for such containers to write and submit an application letter to the municipality and indicate the number of mass containers they need. Such request is followed by the waste management officer and a register form is in place to capture the applications details. So far the indication from the form is that the division has received 6 applications from the businesses.

6.7 Greenest municipality competition

The cleanest town competition as it was previously known has already started and the evaluations took place on the 24 August 2009. The reason for a name change was to involve other departments in the municipalities, such as electrical, water, sanitation, parks and waste. Previously only the waste department took part in the competition. The results will be announced in the middle of October 2009.

Programme for the day of evaluation was as follows:

- Arrival at 07:45
- Starting time 08:00
- Municipality facilitate the session
- Four presentations were rendered
- Questions were asked
- Site visit departure
- 14:00 – lunch - each individual to provide lunch for its employees
- Transport was from LEDET
- Municipality drew the route
- Marapong township

6.8 Bushveld Festival

Municipal bins were distributed at the venue that is Mogol Club. The collection was done daily in order to maintain a good standard of the area and the public. Above all a good job was done by the waste team. No complaints were received.

6.9 Cleaning Campaign

The cleaning campaign is a Municipal project that is taking place at the rural areas as there is no service. The project was long in place with the municipality considering it as their baby. The project aimed at providing service to the villages and creating jobs to 11 people per village in two weeks depending on the size of the village. The project is circulating to a maximum of three times per village depending on the availability of the budget.

Beside the other objectives the resources that are used for the betterment of the project is providing a truck for collection and the driver who is a retired Municipal official who monitor the project daily, diesel, gloves for the workers and refuse bags. The campaign is used in the IDP of the municipality.

6.10 Challenges

The following are the challenges that are faced by the division with regard to waste management in the area:

- Placement and recording of mass containers with finance department and the payment of tariffs.
- The use of mass containers by the hospitals and surgeries i.e. the type of waste disposed in the mass containers.
- Recycled material on the CBD streets.
- Repairs of vehicles at the workshop.

7. SAFETY AND RISK CONTROL

DESCRIPTION OF ACTIVITIES	REPORT DETAILS AND NUMBERS
Develop a SHE Strategy document	<p>The following policies and procedures were drafted:</p> <ul style="list-style-type: none"> -Safety Health & Environmental (SHE) Policy -Personal Protective Equipment (PPE) Policy -Compensation of Occupational Injuries & Diseases Act (COIDA) Policy -Injury on Duty reporting and investigation procedure -Emergency Response Plan -Contractors Management Policy -Constitution for SHE committees -SHE Toolbox talks notes -SHE files -Induction training manuals and presentations
Appointments	<ul style="list-style-type: none"> -13 Health & Safety representatives for workshops and 8 for offices were nominated -Appointment letters for SHE reps, committee members, committee Chairperson, first-aiders, evacuation controllers, wardens, 16.2 and reporting officers were drafted.
SHE Committee meetings	-Two monthly meetings were conducted for the months of April and June 2008
Purchase of safety equipment and promotional materials	<ul style="list-style-type: none"> -10 first-aid kits for industrial were purchased for first-aiders -17 vehicle first-aid boxes were purchased for municipal vehicles -40 safety promotional posters were purchased -100 safety booklets were purchased -50 OHS Act booklets were purchased
Induction training	<ul style="list-style-type: none"> -One induction training session for new employees was conducted together with HR division -One contractor received induction training for the ring road project
Health and safety inspections	<ul style="list-style-type: none"> -One monthly audit for the ring road project was conducted -Daily task inspection was conducted -4 Weekly behaviour was conducted
Injury on duty reporting and investigation	One injury on duty was followed up for the electrical division for investigation and completion of resumption report

INFRASTRUCTURE SERVICES

WASTE WATER MANAGEMENT

Reporting Level	Detail	Total	Cost
Overview:	provision of sewer connection and blokages	R7837.00	R1800 000.00
Description of the Activity:	<p>the sewer function of the municipality are administered as follows and include:</p> <p><i>maintain sewer network, cleaning sewer line, operating sewer work, maintaining sewer works, taking of sample and rep to DWAF</i></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><i>Execute and maintain sewer networks to the best of ability</i></p> <p>The strategic objectives of this function are to:</p> <p><i>lay sewer pipeline maintain sewer network, waste water treatment works and sewer infrastructure.</i></p> <p>The key issues for are: 2007/08 <i>maintain sewer infrastructure and serve the community in a sustainable way</i></p>	<p>1. monitoring of sewer network.</p> <p>2. cleaning of sewer lines</p> <p>3. operating of sewer plants</p> <p>4. monitoring of sewer works</p> <p>5. taking of samples</p> <p>To maintain assets to the best of our ability. To serve the community in a sustainable and economic way.</p>	
Analysis of the Function:	<p><Provide statistical information on Sanitation services(as a minimum):></p> <p>1 Number and cost to employer of all personnel associated with sewer maintenance and construction:</p> <ul style="list-style-type: none"> - Professional (Engineers/Consultants) 2 - Field (Supervisors/Foremen) 6 - Office (Clerical/Administration) 1 - Non-professional (blue collar, outside workforce) 16 - Temporary 29 - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package</p>		<p><i>R (000s)</i></p> <p><i>R304778</i></p> <p><i>R1 043. 751.00</i></p> <p><i>R86 000 00</i></p> <p><i>R300 000.00</i></p> <p><i>R220 000.00</i></p>
2	<p>Total number, of households with sewerage services and type of cost services:</p> <ul style="list-style-type: none"> - flush toilet(with septic tank) 510 - chemical toilets 16 - pit latrine with ventilation 2657 note: if other type of services are available, please provide details 3998 	<p>7837</p> <p>510</p> <p>16</p> <p>2657</p> <p>3998</p>	<p><i>5000 000.00</i></p> <p><i>50 000</i></p> <p><i>53 000</i></p> <p><i>11.700 000</i></p> <p><i>11.000 000</i></p>

I	3	anticipated expansion of sewerage: flush/chemical toilet pit latrine No toilet provision note: provide total number of households anticipated to benefit and total additional operating cost per to the municipality.	10 000 14 000 1052 280	<i>R 80 000 000</i> <i>11 000 000</i> <i>5700 000</i> <i>R 1847800</i>
	4	free basic service provision: quantity (number of household affected) - quantity (value to each household)/ -VIP toilets at 7 villages Note: provide details of how many households receive the FBS provision, and the average value it means per household.describe in detail the level of free basic service provided.	<i>96.44km</i> <i>38 km</i> <i>7837 urban</i>	<i>R (000s)</i> <i>R300,000.00</i> <i>2409 rural</i>
	5	total operating cost of sewerage function	2409 5	<i>R11400 000.00</i> <i>R 5 000 000</i>

ELECTRICITY

Reporting Level	Detail	Total	Cost
Overview:	Includes the bulk purchase and distribution of electricity		
Description of the Activity:	<p>The electricity purchase and distribution functions of the municipality are administered as follows and include:</p> <p><i>Electricity is distributed by high voltage 11kv and transformed to low voltage for consumer use,pumpstations and street lights.</i></p> <p>These services extend to include Lephalale town but do not take account of rural area which resides within the jurisdiction of Escom . The municipality has a mandate to: only maintain lighting and pump stations in these areas.</p> <p><i>All rural areas</i></p> <p>The strategic objectives of this function are to:</p> <p><i>Supply a consistent , affordable and sustainable electrical supply to all residents.</i></p> <p>The key issues for 2009/10 are: To supply electricity to all.</p> <p><i>Lephalale town and rural areas.</i></p>		
Analysis of the Function:	<i>To supply electricity to all</i>		
1	<p>Number and cost to employer of all personnel associated with the electricity distribution function:</p> <ul style="list-style-type: none"> - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package.</p>	<p>2</p> <p>10</p> <p>0</p> <p>16</p> <p>10</p> <p>0</p> <p>Total</p>	<p><i>R (000s)</i></p> <p><i>756025</i></p> <p>4217674</p>
2	<p>Total quantity and cost of bulk electricity purchases in kilowatt hours and rand, by category of consumer</p> <ul style="list-style-type: none"> - Residential - Commercial - Industrial 	<p>53876073</p> <p>513512</p>	<p><i>R (000s)</i></p> <p><i>R23534283</i></p> <p><i>R414701</i></p>

	<ul style="list-style-type: none"> - Mining - Agriculture - Other 		
3	<p>Total quantity and receipts for bulk electricity sales in kilowatt hours and Rand, by category of consumer:</p> <ul style="list-style-type: none"> - Household - Commercial - Industrial - Mining - Agriculture - Other 	NA	R (000s)
4	<p>Total year-to-date electricity losses in kilowatt hours and rand <detail total></p>	na	R (000s)
5	<p>Number of households with electricity access, and type and cost of service:</p> <ul style="list-style-type: none"> - Electrified areas - Municipal - Eskom - Alternate energy source - Gas - Paraffin - Solar - Wood - Non electrified <p>Note: if other types of services are available, please provide details</p>	<p>NA</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	R (000s)
6	<p>Number and cost of new connections: <detail total></p>	NA	R (000s)
7	<p>Number and cost of disconnections and reconnections <detail total></p>	1388	R (000s)
8	<p>Number and total value of electrification projects planned and current:</p> <ul style="list-style-type: none"> - Current (financial year after year reported on) - Planned (future years) <p>Note: provide total project and project value as per initial or revised budget</p>	2	R (000s) 2500
9	<p>Anticipated expansion of electricity service: <detail total></p> <p>Note: provide total number of households anticipated to benefit and total additional operating cost per year to the municipality</p>	1MVA	R (000s)
10	<p>Estimated backlog in number (and cost to provide) water connection: <detail total></p> <p>Note: total number should appear in IDP, and cost in future budgeted capital housing programmes</p>	<p>NA</p> <p><total></p>	<p>R (000s)</p> <p><cost></p>
11	<p>Free Basic Service Provision:</p> <ul style="list-style-type: none"> - Quantity (number of households affected) - Quantum (value to each household) <p>Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Describe in detail the level of Free Basic Services provided.</p>		
12	<p>Type and number of grants and subsidies received: <list each grant or subsidy separately></p> <p>Note: total value of specific electricity grants actually received during year to be recorded over the five quarters - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.</p>	<p>ELECTRF</p> <p>M I G</p>	<p>R (000s)</p> <p>R2691000</p> <p>R760500</p>
13	<p>Total operating cost of electricity distribution function</p>		R 41121704

Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target
MARAPONG LEPHALALE MOKERONG STEENBOKPAN	400 HOUSES ELECTRIFIED AND 1400 IN PROGRESS 10 MVA TRF ADDED MALETSWAI COMPLETED ELECTRIFICATION BUDGET FOR 2011		

WATER DISTRIBUTION

Overview:	Includes the bulk purchase and distribution of water		
Description	<p>The water purchase and distribution functions of the municipality are administered as follows and include:</p> <p>As a Water Services Authority, Lephalale is responsible for water services in both the urban towns and rural villages. The municipality is also the Water Service Provider, and therefore responsible for the actual service delivery, except for the purification of water where Exxaro and Matimba serve as bulk service providers. In the town existing services meet all the relevant standards, and the main challenges are firstly the adequate operations, maintenance and management of infrastructure, and secondly the planning for and provision of services for new developments. In the villages the rendering of efficient water services is a considerable challenge. Although the service level and standard has been improved steadily over the past 5 years and historic backlogs substantially reduced, much still needs to be achieved before the level, standard and sustainability of services can be regarded as acceptable. Quality of water and cost recovery are two of the major challenges.</p> <p>These services extend to include Urban and Rural villages, but do not take account of Agricultural activities which sits within the jurisdiction of other private sector government. The municipality has a mandate to: service 19605 square kilometres/ Population 107195</p> <p>The strategic objectives of this function are:</p> <ol style="list-style-type: none"> 1) To ensure that water services are rendered effectively and economically. 2) To render the supply of basic services (at least RDP level) to all customers by 2008. 3) Supply free basic water services to all indigents within municipal supply areas by 2006. 		
	<p>The key issues for 2007/08 are:</p> <ol style="list-style-type: none"> 1) Provide sufficient and acceptable quality bulk water supplies and reticulation, to address backlogs in the rural villages, and to meet the requirements of the influx of expected development in the urban area. 2) Ensuring proper planning and Management of water service to be prioritised. 3) Further the implementing and Continuous Improvement of Asset Management. 4) Water supply systems to be maintained and operated effectively. 5) Monitoring, Evaluation and Information Management to be improved. 6) Cost Recovery to be achieved and maintained. 7) WDM&CR (Demand Management and Cost Reduction) to be implemented. 		
1	Number and cost to employer for all personnel associated with the water distribution function:		

	-Professional (Engineers/Consultants)	3	R 225,966
	-Field (Supervisors/Foremen)	12	R 903,866
	-Office (Clerical/Administration)	2	R 150,644
	-Non-professional (blue collar, outside workforce)	19	R 0
	-Temporary	4	R 301,289
	-Contract	1	R 75,322
	Note: total number to be calculated on full-time equivalent (FTE) basis total cost to include total salary package.	41	R 3,088,208
2	Percentage of total water usage per month	4.07 mil kl	R 5,498,220
	Note: this will therefore highlight percentage of total water stock used per month		
3	Total volume and cost of bulk water purchases in kilolitres and rand, by category of consumer	5.54 mil kl	R 5,878,866
	Category 1 - Urban (Marapong, Onverwacht and Town)	618565 kl	R 654,041
	Category 2 - Rural (Witpoort Scheme 9 villages + Thabo Mbeki)	70791 kl	R 75,039
	Category 3 - Rural (Other villages (29)	228109 kl	R 241,796
	Category 4 - Farms (Schools & Other Dwellers)	11798 kl	R 14,507
4	Total volume and cost of bulk water sales in kilolitres and rand, by category for consumer		
	Category 1 - Urban (Marapong, Onverwacht and Town)	618565 kl	R 873,810
	Category 2 - Rural (Witpoort Scheme 9 villages + Thabo Mbeki)	53227 kl	R 121,392
	Category 3 - Rural (Other villages (29)	228109 kl	R 391,154
	Category 4 - Farms (Schools & Other Dwellers)	11798 kl	R 0
5	Total year-to-date water losses in kilolitres and rand	127000 kl	R 134,620
6	Number of households with water service, and type and cost fo service:		
	-Piped water inside dwelling		6783
	-Piped water inside yard		158
	-Piped water on community stand:distance < 200m from dwelling		15654
	-Piped water on community stand distance > 200m from dwelling		541
	-Borehole		16195
	-Spring		0
	-Rain-water tank		22978
	Note: if other types of services are available, please provide details: Water tanker Farm Dwellers	5431	R 609,380
7	Number and cost for new connections:	452	R 437,006
8	Number and cost for disconnections and reconnections:	15	R 12,130
9	Number and total value of water projects planned and current:		
	-Current (financial year reported on)	46	R27,977,465
	-Planning (future years)	30	R522,229,075
	Note: provide total project and project value as per initial or revised budget.		
10	Anticipated expansion of water service:		
	-Piped water inside dwelling	13433	R11,805,915
	-Piped water inside yard	36439	R 4,488,775
	-Piped water on community stand:distance < 200m from dwelling	19568	R 3,564,532
	-Piped water on community stand distance > 200m from dwelling	0	R 0
	-Borehole	19568	R 3,564,533
	-Spring	0	R 0
	-Rain-water tank	69441	R 0

	Note:provide total number of households anticipated to benefit and total additional operating cost per year to the municipality		
11	Estimated backlog in number (and cost to provide) water connection: -Piped water inside dwelling -Piped water inside yard -Piped water on community stand:distance < 200m from dwelling -Piped water on community stand distance > 200m from dwelling -Borehole -Spring	6650 36281 3914 541 3372	R 649,391 R 3,360,360 R 79,223 R 60,729 R 69,284
12	-Rain water tank Note: total should appear in IDP, and cost in future budgeted capital housing programmes. Free Basic Services provision: -Quantity (number of households affected) -Quantum (value to each households affected) Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Discribe in detail the level of Free Basic Services provided.	7344 110160	
13	Type and number of grants and subsidies received: MIG DWAF Subsidy Note: total value of specific water grants actually received during year to be recorded over the five quarters - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr, to Jun this year.		
14	Total operating cost of water distribution function		

ROADS

Reporting Level	Detail	Total	Cost
Overview:	Construction and maintenance of roads within the municipality's jurisdiction		
Description of the Activity:	<p>The road maintenance and construction responsibilities of the municipality are administered as follows and include:</p> <p><i>The municipality (Public works) mostly deals with the maintenance of existing roads(Paved and Unpaved). New roads are normally constructed by contractors for the municipality .Public Works therefore is responsible for the maintenance of roads which include :patching of potholes ,sealing of cracks, cleaning of road prism, erection of signs, cleaning and clearing of storm water drainage system (i.e. culverts, inlet and outlet structures, channels, gutters, etc) in paved roads; and shaping, recompaction, storm water drainage system and necessary cleaning, clearing and grading on the unpaved roads both in urban and rural areas.</i></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><i>This services are designated for both the urban and rural areas which fall under the municipality. In both these areas the municipality mandate is on the internal streets going to access roads and then to the collector roads but the roads that link villages to villages as well as town to town(Ellisras to Thabazimbi) and villages belonging to the district and government.</i></p> <p>The strategic objectives of this function are to:</p>		

	<p>Construction of roads for all new extensions Ø Maintenance and upgrading of roads. Ø Acquire 2 new graders and associated equipment to establish a small road maintenance team in the villages. Ø Water management on roads (storm water drainage). Ø Develop maintenance plans for all municipal buildings</p> <p>The key issues for 2008/09 are: Construct and maintain roads, storm water and buildings.</p>		
6	<p>Note: total number should appear in IDP, and cost in future budgeted road construction programme</p> <p>Type and number of grants and subsidies received:</p> <p>Note: total value of specific road grants actually received during year to be recorded over the five quarters - Apr to Jun this year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.</p>	MIG	R2,500,000,00
7	Total operating cost of road construction and maintenance function		R7,877,276,00

PROJECT MANAGEMENT UNIT

Reporting Level	Detail	Total	Cost
Overview:	Responsible for monitoring and evaluation of the overall performance of capital projects implementation (Project Management)		
Description of the Activity:	<p>The Project Management functions of the municipality are administered as follows and include:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p> <p>Project planning Monitoring & Evaluation of MIG & Internal Projects Projects Consultants Management Legislative compliance Monitoring & Evaluation of EPWP Projects</p> <p>These services extend to include <i><function/area></i>, but do not take account of <i><function/area></i> which resides within the jurisdiction of <i><national/provincial/other private sector></i> government. The municipality has a mandate to:</p> <p><i>Ensure adherence to the Labour Intensive objectives as detailed in the Expanded Public Works Framework document and the Code of Good Practice for Special Public Works.</i></p> <p><i>Ensure Municipal and regional integration of the MIG Programme and other non-MIG funded programmes within the framework of the Municipality's Integrated Development Plan</i></p> <p><i>Monthly, quarterly, annual, bi-annual and ad hoc reports to DPLG as determined in applicable legislation or required by the MIG Management Unit are submitted</i></p> <p><i>Reviews of project performance and cash flows</i></p> <p>The strategic objectives of this function are to: <i>To have an effective and efficient project management systems in place that will assist the municipality to implement projects in line with timelines specified in the SDBIP</i></p> <p>The key issues for 2008/09 are: <i><List here></i></p>		

Analysis of the Function:	<Provide statistical information on (as a minimum):>		
1	Number and cost to employer of all personnel associated with PMU functions: - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package	1 <total> 1 <total> <total> <total>	R (000s) 480 <cost> 95 <cost> <cost> <cost>
		<value>	575
Reporting Level	Detail	Total	Cost
	See attached list of projects implemented during 2008/09 financial year		
			R (000s)
Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target
<List at least five key performance areas relative to the above function as articulated in the budget here>	< List here the actual performance achieved over the financial year, and the variance between performance planned and actual performance, providing an explanation of the variance. Also provide details of any improvements planned for next year. Project planning Monitoring & Evaluation of MIG & Internal Projects Projects Consultants Management Legislative compliance Monitoring & Evaluation of EPWP Projects,	90% 11 2 49%	100% appointment of service providers and implementation see attached project list 12 meetings Submission of 2 technical reports 30%

DEVELOPMENT PLANNING SERVICES

OVERVIEW

The main activities of this Directorate relate to –

- Integrated Development Planning
- Tourism, Marketing and International Relations
- LED And SMME Development
- Land Use and Building Control

STRATEGIC AND FOCUS AREAS

1. Land Use and Building Control

- ◆ Town Planning
 - ◆ Regional Planning
 - ◆ Building Control
 - ◆ Advertisement signs
- Administration/compilation of town planning policies, procedures, methods and control measures regarding this division.
 - See to it that the relevant town planning legislation be adhered to, viz:
DFA
Relevant ordinances
National legislation, and By-laws.
 - Planning of new projects with regard to the extension of towns and villages, parking areas, taxi ranks, business areas, roads, etc.
 - The writing of reports and letters to the Council and other organizations.
 - The evaluation of all application relating to rezoning, township establishment, subdivisions and consolidations, special consent, building line relaxation and other minor applications.
 - The administration regarding the surveying and registration regarding servitudes and other properties of the Council.
 - The execution of capital projects, i.e. the extension of the Town Planning Scheme, cemeteries report, etc.
 - Future planning which includes the spatial development framework, guidelines for development. EIA directly in connection with development, as well as regional planning.
 - Looking at all aesthetical aspects of new development inside our municipal area.
 - Determining of bus- and taxi routes.
 - Handling of difficult enquiries from the public with regard to town planning and building control.
 - Control over advertising signs (administration, approval, etc.)
 - Overall control over the building control- and town planning sections.
 - Compilation of the budget for land use and building control.
 - Co-ordinate the prosecution of cases where building regulations or

- approved land uses have been contravened.
- Stimulate development in demarcated areas.
- Educate and advise the public on the proper land use and building regulations.
- Liaise with officials of government departments involved in development.
- Provide general information to the public regarding town planning matters in our municipal area.
- Identify problems in terms of the National Building Regulations.
- Monitor and implement the National Building Regulations and building Standards Act.
- Provide technical support to the public and developers.
- Assist with the compilation of legal documents with regard to servitudes and other land agreements.
- Evaluation of building plans.
- Do occupation certificate inspections.
- Control of land use.
- Provide information for spatial and land use data base.
- See to the execution of Council resolutions.
- Compilation of maps, amendment scheme and land use documents.
- Following up of outstanding aspects with regard to site plans and town planning matters on building plans.
- Investigate contraventions in terms of the Town Planning Scheme.

2. LED/SMME

- Co-ordination of LED/SMME related issues.
- Liaison with relevant provincial and national departments.
- Co-ordination of poverty-alleviation projects.
- Identification of SMME needs.
- Support SMME's with advice.
- Development of local economies through people and communities working together.

Identification and utilization of local resources to create opportunities for economic growth and employment.

- Project management with regard to LED-projects.
- Manage Community Development Workers.
- Developing of local resources and skills to maximize opportunities for development.
- Compilation of and Minutes - LED Forum meetings.
- Compilation and execution of LED policies and Constitutional mandate.
- Develop LED strategies to enhance LED.

3. Tourism, Marketing and International Arrangements

3.1 Tourism

- Compilation of agendas and minutes of the Lephalale CTA.

- Planning related to shows/festivals/marts, e.g. Getaway Show.
- Development and dissemination of tourism information materials.
- Development and maintenance of an effective website.
- Development of the tourism industry.
- Development of tourism policies, strategies, procedures and processes.
- Administration of tourism budget vote.
- Tourism marketing.

3.2 Marketing

- Develop and maintain a generic Marketing Plan for the Lephalale Municipality.
- Development of marketing strategies, policies, procedures and processes.
- Marketing of the municipality at large.
- Marketing of industrial land.
- Identification of potential investors - both local and foreign
- Liaise with various development institutions.

3.3 Municipal International Arrangements

- Organisation of municipal twinning partnerships and co-operation agreements.
- Promote cultural and training/education exchange.
- Promote tourism and LED exchange.
- Promotion of international arrangements.

Key issues for 2008/9 were:

Tourism and Marketing

Lephalale is the undisputed “Heartbeat of the Waterberg Bushveld”. Special emphasis is placed on the enhancement of eco-tourism, cultural tourism, adventure tourism and business tourism. Highlights achieved during the year of report include:

This division remains without personnel since the passing on of the late Mr. Johan Erasmus who was the divisional head. The post was advertised on two occasions and no appropriate candidate could be found. The Manager: Development Planning Services took over responsibilities in this division assisted by other staff members on the interim. Albeit challenges of staff shortage, several activities were executed among others the understated:

- The updated Lephalale Tourism map
- Updated the rooster on the accommodation and hospitality facilities
- The updated Limpopo Province Fact file accommodation guide, Incentives, Conferences and Wellness guide, Self-drive routes guide as well as the Limpopo adventure guide
- Successful participation in the Lephalale Bushveld Festival during July 2009.

- Enhancement of the Lephalale Tourist routes, namely Marula, Waterberg, Limpopo, Mokolo and Heritage routes.
- Participation in the Tourism Indaba

The following identified provincial tourism projects have shown little progress due to financial constraints:

- The Ga-Seleka Melkbosch Community Tourism project
- Commercialization of D'Nyala, Wonderkop and Mokolo Dam Reserves
- Tented camp at Mokolo Dam as part of the African Ivory Route

The proposed Lephalale Tourist Info Centre/Museum which is destined to be established near the Palm Park Hotel, suffered a setback as Limpopo Roads Agency did not grant approval of Council's application to relax the building line. Alternative means are currently pursued in order to realize the project.

Tourism in Lephalale is well established and a sound foundation has been laid in view of the 2010 Soccer World Cup.

Marketing

The Lephalale Municipality has identified three (3) strategic marketing objectives to support the local economy, namely:

- Overall Municipality – to create, maintain or alter attitudes and/or behaviour of various audiences towards the Municipality as a whole in order to enhance the image of the Municipality, both domestically and internationally.
- Tourism – to become a preferred and premium tourism destination both domestically and internationally.
- Industry – to establish Lephalale as a major mining and energy generation hub in South Africa.

In order to meet the aforementioned strategic objectives, the following interventions were implemented:

Tourism and Industrial Marketing plans, Partnership alliances were found with inter alia, the Trade Investment Limpopo (TIL), LEDET and the DBSA.

During the period of report, the following tools were utilized to good effect, namely:

- Lephalale interactive website
- Lephalale Tourist brochures
- Publicity adverts in specially selected magazines, newspapers, radio and electronic media.

Land Use and Building Control

This division is headed by Ms Catchlife Mutshavi, the Divisional Head Land Use and Building Control. The major development unfolding in and surrounding town has

prompted an increase in the number of land use and building plan applications to be processed.

The other major highlight during the financial year in question was the process of reviewing our spatial development framework with valuable inputs received from members of the public. We are one of the top municipalities in the Limpopo province to have our town planning scheme extended to cover our whole municipal area.

A GIS Officer was also appointed to manage the day to day operation of the (Geographical Information System). It is currently in the process of being upgraded and new software compatible with latest technology also acquired to satisfy our needs and already a valuable tool and component of land management in this municipality. We are tapping on external expertise as well in this regard. Spatial data analysis and cadastral data on land utilities such water; electricity, sewer, and storm water for seven new development extensions. In overall data for 10 028 erven was captured and or updated through our system during the year in reporting.

New software was purchased to ensure that our system is on compatible to latest technology.

This year we have also attended to our normal duties and have also finished the planning process for several township extensions in the municipal area.

With regard to the formalization of villages which is high on our priority list, hopefully we will continue to engage the Department of Provincial and Local Government to discuss alternative options towards formalisation of rural villages.

Integrated Development Planning

Process planning

The IDP review process commenced in September 2008 after Council adopted the process plan. It was characterised by a comprehensive assessment of the legislative and policy trends, institutional analysis and performance assessment.

The activity schedule was implemented as planned. Community needs were sourced during various ward consultation and other public engagements and populated on matrix format into the IDP. Council has also established structures to manage this process. The Municipal Manager and the Mayor are key drivers of the process from a political and administrative perspective respectively.

IDP Approval

The draft was distributed for comments were invited from Communities during the window period prescribed by law. The final IDP was also presented by the Mayor for Council approval within the timeframes permitted by LAW on the 25 May 2009.

Local Economic Development

The Lephalale Development Company became dysfunctional as a municipal entity to steer development and the municipality in partnership with other major stakeholders established the Lephalale Development Forum with five working groups attached to it. The five working groups are: Infrastructure Services, Housing, LED and Beneficiation, Skills & Labour and Social Services

The municipality in the light of the above also initiated an LED strategy development process that was funded by the EU-LED unit of the DLG&H. Glen Steyn and Associates were appointed to assist the municipality in developing an LED strategy and further capacitate officials in the LED unit. This process continued until a final draft was produced in June 2009 and further inputs were still to be incorporated prior to presentation to Council for approval. Ideally, the strategy will not be approved by Council by the end of the financial year.

SDBIP: 2008/2009

BUDGET AND TREASURY

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Management of leave days	% of leave days recorded	100%	100%	100%	
Performance Management	Number of sub-departmental score card	3	3	0	The performance management system not escalated
	Signing of performance agreement	3	3	1	The performance management system not escalated down
	Departmental PMS quarterly review conducted	4	4	1	The performance management system not escalated down
	Individual PMS reviews conducted	12	12	3	Late signing of SDBIP
IDP/ budget review	Adoption of the IDP within the prescribed legal requirements	Percentage compliance with the legal timeframe	IDP adopted in line with the legal timeframe	Adopted as per Council Resolution A24/2008 (5)	
Staff Recruitment	Number of vacant posts filled	Approved and Budgeted post	1 post of supply chain management officer	SCM Officer appointed in the first quarter	
Departmental Employment Equity Target	% employment targets achieved	100%	100%	100%	

KPA 2 : BASIC SERVICES DELIVERY AND INFRASTRUCTURE

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Contracts Management for	% of appointed contractors paid in time	98%	100%	100%	

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
infrastructure projects					

KPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Implementation of indigent roll	Number of beneficiaries	90%	100%	100%	
Implementation of Preferential Procurement Policy favoring SMMEs and BEEs	% of Total Rand of value of contracts awarded to SMME		R2.550m	R 5 944m Capstan & MJ Moraka	
	Total Rand value of contracts awarded to BEE		R20.403m	R19 444m Ring road Komico Trade TT & Moraka	Some of the contract are in the planning but consultants appointed
	Total Rand value of contracts awarded to Women		R5 100M	R9 026 Komico Capstan	
	Total Rand value of contracts awarded to youth		R5. 100m	R1 135 MJ Moraka	Due to lack of capacity and experienced companies owned by youth
	Number of Indigent receiving Free basic Water		600	784	There is a dedicated team dealing with the registration of indigents
	Number of Indigent receiving Free basic Sanitation		400	784	There is a dedicated team dealing with the registration of indigents
	Number of Indigent receiving Free basic Electricity		600	1694	The majority of these are in the villages and also see above
Equitable share	% of Equitable Share used for free basic services		3%	R1 324m	

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Collection of monthly revenue & outstanding debtors, Monthly Variances	Reduction of outstanding debtors	91% on monthly revenue	95% monthly billing	93%	Due to implementation of new financial system the billing for April – June was late
Percentage outstanding debtors revenue collected	Total payments/ Total levied		50% on outstanding debtors	2.5% R499 969	The key challenges is data cleansing of our debtors
Implementation of GAMAP	Converted financial systems to GRAP/GAMAP	AFS compiled with GRAP/GAMAP format	Fixed Assets register and assets management policy which are compliant to GAMAP/GRAP fully	Converted asset register to GRAP/GAMAP Amend of asset policy to provide for GRAP/GAMAP (Draft)	
Implementation SCM Policy	Establishment of a functional SCM Unit	Non compliance with MFMA	A functional SCM unit in place	SCM Unit established and is functional	
Tenders evaluated, Quotations, adjudication	% of procurement needs of departments addressed	100%	100%	100%	
Services providers database	% of local services providers database		Service Provider database completed	Done	
Submission of Annual Financial Statement	AFS submitted on time	1	1	1	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Implementation of municipal by – laws and policies	Implementation of adopted by laws and policies Implementation of income related procedure manuals	100%	100%	Revenue procedure manual implemented	
Departmental meetings	No of meetings held as per schedules	4	4	2	
Management of Asset Register	Asset register update in time	monthly	100%	Update once	Lack of manpower
	Asset verification and stock taking	2	2	2	
Insurance of municipal assets	Insurance Appointed beginning of year	1	1	1	
Financial reporting	Sectional report submitted in time	12	12	12	
	Bank reconciliation done in time	12	12	12	
Spending within the budgeted amount	Percentage of budget spent time	100%	100%	99.3% see appendix E (1) of AFS	

CORPORATE SUPPORT SERVICES

KPA 1: Municipal Transformation and Organisation Development

Objective	Unit of measurement	Baseline	Annual target	Actual Performance	Key challenges
SDBIP submitted	Submitted and approved by Council	0	100	80	Submitted to Mayor
Compiled Annual Report in terms of MFMA & NT guidelines	Annual Report submitted to Council end of January 2009	0	100	100	Finalised in last quarter

Objective	Unit of measurement	Baseline	Annual target	Actual Performance	Key challenges
Percentage budget completed and compliance	Budget completed in terms of MFMA requirements	100	100	100	
Revised systems of delegations	Revised delegations approved by Council	60%	100	00	Lack of capacity Vacant position of Manager Corp and DH legal suspended for 4 months
Workplace Skills Plan developed and implemented	2008/2009 WSP and 2008/2009 Implementation report submitted by October 2008 end of June 2009	100	100	100	
Councillor training conducted	Number of interventions	1	2	2	Done in November 08 and Febr 09
Employment Equity Act implemented	EE Plan and Report submitted conceptualised and designed	0	100	100	Signed end September 08
Human Resources Policy reviewed and customised	Percentage reviewed and customised	80	100	100	Personnel provisioning, leave and overtime
Capturing of leave/sick leave in system	All captured monthly before 25 th	100	100	100	
Staff Recruitment	New positions filled by December.	24	100	100	
	Vacancies ongoing	50	80	70	Pending the number of terminations and the availability of applicants

KPA 2: Basic Service Delivery and Infrastructure

Objective	Unit of measurement	Baseline	Annual target	Actual Performance	Key challenges
Number of agreements on service delivery finalised captured in security cabinet	All agreements on service delivery must be captured in the index of the security cabinet and filed in the security cabinet.	100	100	100	
Render a smooth communication system through the switchboard	All incoming calls should be directed to the correct people and queries be reported at the relevant work station.	100	100	100	
Problems on	Every problem that is reported in ward	100	100	100	

Objective	Unit of measurement	Baseline	Annual target	Actual Performance	Key challenges
municipal service reported in ward committee meetings solved	committee meetings must be reported in writing to the relevant division and feedback to the ward				
Renew licences of all vehicles in time	Vehicles must not be held up from service delivery due to expired licences	50	100	95	Delays in the workshop on repair and maintenance for RWC

KPA 3: Local Economic Development

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Key challenges
Supply Chain Management compliant	Percentage documents filed in records on tenders	60	100	50	Do not receive the documents from the Supply Chain Officer
Percentage budget completed and compliance	Budget completed in terms of MFMA requirements	100	100	100	
Reconciliation of invoices for payment on certain services provided	Reconciling payments within 30 days after receipt of the invoices. Legal services, copiers, telephone accounts SPCA etc	100	100	100	

KPA 4: Financial Viability and Management

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Key challenges
Supply Chain Management compliant	Percentage compliance with MFMA and SCM Regulations and Policies annual revised	60	100%	100	Included in the draft and final budget report to Council March 08 and May 09
Percentage budget completed and compliance	Budget completed in terms of MFMA requirements	100	100%	100	
Meetings agendas delivered on time	Percentage Council and Mayor and Ward Committees agendas delivered in time	100%	On-time	100	
Property Rates Act implemented	Percentage legal compliance supplementary roll	new	100%	100	2 Meetings successfully arranged for valuation appeal board
Manage and	Planned overtime not exceeding 40 hours	100	100%	100	Was submitted to the Mayor

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Key challenges
control overtime	per month				
External Audit Queries corrected for future compliance	Management Action Plan executed control on quarterly basis	60	100%	100	

KPA 5: Good Governance and Public Participation

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Key challenges
Public Participation conducted	No. of Ward Committee meetings	52%	44 meetings	18 successful 7 failed and 19 postponed	All agendas were delivered timeously
Annual reviews of IDP completed	In terms of MSA and MFMA provisions	0	100	100	
Compiled Annual Report in terms of MFMA & NT guidelines	Annual report submitted to Council end of January 2008 Public Participation oversight Committee	0	100%	100	A20/2009(5)
Percentage budget resolutions executed	Quarterly submission budget resolutions executed to Council	4	100%	4	
Finalised By-laws	Number of Public meetings	Old, 3 revised	40	Wait for public participation meetings	Interpretor
Meetings arranged for objections and appeals on Valuation Board	Arrange the meetings for the objections and appeal Board sittings for the Valuation Appeal Board	100%	100	100	
Attendance of Council meeting by Local Gov	Invite the Official of Local Gov to every Council meeting to report the proceedings of the Municipality	60%	100%	100	
Councillor training conducted	Number of interventions	1	2	2	
All incoming/outgoing mail received recorded	Incoming and outgoing mail on daily bases recorded	100	100%	100	
Request public inputs from the community MSA	Comments from Community invited according to MSA and MFMA	100	100%	100	

SOCIAL SERVICES

DIVISION: TRAFFIC AND ROAD SAFETY

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Management and regulation of traffic and parking within the municipal area, the control over speed of vehicles on municipal roads as specified in legislation	Visible law enforcement Percentage reduction in accidents on municipal road	0	100%	30%	Due to the development there is an increase in motor vehicle numbers and thus traffic congestion increases accident rates
Traffic and law enforcement staff meeting daily needs of the public.	Issue of Notices to appear in court (summons) Issue of notices for intended prosecutions Applicants for learners licenses tested Applicants for drivers' licenses tested Roadworthy tests carried out: Stray animals impounded: Traffic control at special events (protest marches, functions, etc)		3000 216 2500 2350	3809 2880 2880	No vacancy for pound master advertised
Development of Integrated Traffic Management Plan	Compilation of ToR for the Integrated Traffic Environmental Management Plan. Appointment of Service provider.	Draft ToR		Done	
Management and maintenance of equipment and infrastructure available for performing the function	Compile a maintenance schedule of equipment used for the function Submission of monthly maintenance schedule of equipment	12	12		

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	<p>Compile monthly fuel usage report of all fleet and compare against log books</p> <p>Report any anomaly and deviations to the manager monthly on a date to be agreed upon</p>				
Inclusion of Road Safety and Traffic function in the municipality's revised IDP		0	100%	Done	
Management of all assets for the function	<p>Compilation and monthly update of asset register</p> <p>Municipal asset value for the function</p>		100%	Done by finance	

KPA 2: BASIC SERVICE DLIVERY AND INFRASTRUCTURE

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
None					

KPA 3: LOCAL ECONOMIC DEEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
None					

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objectives	Unit measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Estimated income for the function for current financial year		7 000 000	R1m	324640	
Operational budget	Operational budget fully spent at the end of the financial year	100%	100%	95%	
Capital budget	Capital budget fully spent at the end of the financial year	100%	100%	100%	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Participate in the IDP review and budgeting processes	Identify and submit all new needs and projects on the deadlines required by the IDP Office Follow up on submissions to ensure that needs are captured in the final IDP document	4	4	4	
Enforcement of by-laws in place for the management of the function	Compliance with legislation: Arrests and prosecutions (contravention of various by-laws)	20%	60%	70%	Due to a limited manpower we are unable to cover all areas.
Safety and Security Management Forums	Quarterly co-ordination of the Safety and Security Forum meetings	4	4	4	
Operations with various law enforcement agencies	Joint planning and operations with SAPS, Provincial Traffic and other law enforcement agencies	All	3	3	
Road safety campaigns	Numerous road safety lectures and presentations made at schools	0	32	0	The provincial department of road safety have done this on their own.
Participation in Arrive Alive campaigns		2	1	1	

DIVISION: TRAFFIC AND ROAD SAFETY - SECURITY**KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Issuing of access control cards for all employees for identification when entering or leaving the building or sites	Visible wearing of cards on the person for identification	60%	80%	60%	Employees have a tendency forgetting their cards or cards get lost. Most of the workforce is working on sites

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Effective monitoring of the CCTV camera for reference purposes if there are deviations/abnormalities	Physical monitoring on the system	70%	100%	65%	The system is malfunctioning and defective
Conduct risk/threat assessment for all municipality buildings and structures	Develop security and contingency plan to address the risks/ threats	30%	80%	50%	Some of the recommendations have not yet been put in place
Implement a standardised register for the removal of assets	Implement asset removal register	25%	50%	10%	Still adjusting to the new system by departments
Putting up information signs to all municipal buildings and sites	Signs put on buildings and sites	40%	80%	55%	Some areas have not yet been assessed.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Not assigned to manage budget	n/a	n/a	n/a	n/a	n/a

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Enforcement of laws, procedures and standards	Compliance with legislation	25%	50%	30%	Some documents were not available for perusal
Security meetings and forums with other stakeholders	Quarterly	2	4	2	Only started employ during March 2009

DIVISION: REGISTERING AUTHORITY

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Skills development	Total number of courses/workshops attended		12	8	Budget constraints
Introduction of electronic learner and driving licence booking system in the Registering Authority	Number of reports sent to the Department of Transport regarding the readiness of the Registering Authority to implement the booking system		1	0	The Department of Transport deferred the introduction of the electronic booking system to November 2009

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Application and issuing of learner licences, driving licences, PDP's and related transactions	Number of applications received and processed	7 200	9 000	10 506	Although few applications for renewal of driving licence cards were received, the demand for learner and driving licences has actually increased
	Number of learner licences issued	2 400	2 700	2 966	
	Number of driving licences authorized	2 669	3 300	2 942	
	Number of PDP's issued	638	700	820	
	Number of cards ordered from Prodiba	4 917	5 000	4 576	
	Number of transactions performed	23 400	28 000	21 810	
	Revenue generated for the municipality	R1,82m	R1,9m	R1,615m	
	Revenue generated for Prodiba	R0,229m	R0,236m	R0,200	
Application for registration and licencing of motor vehicle and related transactions	Number of vehicles registered	2 861	2 600	2 803	Increase in number of vehicles registered and licenced is attributed to economic development currently taking place in Lephalale as a result of which more people get employed and are able to afford motor vehicles
	Number of vehicles licenced	16 617	19 200	24 538	
	Number of transactions performed on eNatis	66 000	68 000	70 134	

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	Revenue generated for the Department of Transport	R5,2m	R5,7m	R7,529m	
	Revenue generated for the municipality	R1,3m	R1,5m	R1,950m	
	Revenue generated for the RTMC	R0,464m	R0,5m	R0,516m	
Application and issue of roadworthiness certificates, MTN and permits	Number of applications received and processed	1 700	1 920	2 928	More change of ownership of vehicles were effected which resulted in more vehicles having to go through the test and more roadworthiness certificates issued
	Number of roadworthiness certificates issued	1 363	1 400	1 397	
	Number of MTN issued	19	20	63	
	Number of permits issued	564	600	803	
	Number of transactions performed on eNatis	4 900	5 500	5 237	
	Revenue generated for the municipality	R0,3m	R0,31m	R0,442m	
Terms of reference for compilation of the Registering Authority's sector plan	Percentage progress made with regard to drafting of terms of reference		100%		
	Prepared draft sent to the Department of Transport for inputs/comments (50%)		1	1	
	Prepared final document sent to management for approval (50%)		1	1	
Review of Agency Agreement between the municipality and the Department of Transport	Percentage progress made with regard to the review of the agreement		100%		No consensus could be reached between the Department of Transport and municipalities
	1 x status quo report submitted to Council by the end of September 2008		1	1	
	3 x meetings to be held with the Department of Transport to discuss the MOU. Finalise by December 2008		3	3	

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	1 x final report submitted to Council for approval before signing of the MOU by end of February 2009		1	0	regarding the new MOU. The Agency Agreement was therefore extended until 30 June 2010 to allow for further negotiations between the Department and municipalities
	Number of agreements signed before the end of March 2009		1	0	

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Acquisition of 2 x eNatis terminals budgeted for R40 000	Number of terminals acquired		2	2	
Spending pattern on Operational budget (R1,97m)	Amount/percentage Operational budget spent		100% R1,97m		
Revenue collection	Amount collected for the municipality	R3,42m	R3,71m	R3,865	The variance between annual target and actual performance was mainly prompted by the increase of 3% in Registering Authority fees coupled with the drastic increase in the demand for the Registering Authority's services
	Amount collected for the Department of Transport	R5,2m	R5,7m	R7,529m	
	Amount collected for the RTMC	R0,464m	R0,5m	R0,516m	
	Amount collected for Prodiba	R0,229m	R0,236m	R0,220m	
	Number of transactions performed	94 300	102 000	126 000	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Public Transport Transport Plan	<p>Percentage progress on compilation of Transport Plan (Terms of reference and appointment of service provider)</p> <p>Identification of stakeholders by the end of August 2008</p> <p>Draft sent to Steering Committee for inputs by the end of September 2008 (50%)</p> <p>Final document sent to Management/ Council for approval by the end of October 2008 (50%)</p>		100%	50%	The service provider was only appointed in June 2009
Transport Forum	<p>Logistical arrangements done 7 days prior to date of meeting</p> <p>Draft year plan/programme presented to the Forum for adoption by the end of September 2008</p> <p>Meetings held as per constitution of the Forum, i.e. 1 x meeting per quarter</p>		4	4	
Report activities of the Forum and state of public transport to Council	Number of reports submitted to Council (1 x report per quarter submitted to Council within 7 days after each Transport Forum meeting)	4	4	4	
Establishment of Motor Dealers' Forum	<p>Compile terms of reference of the Forum by the end of September 2008 (1 x document)</p> <p>Identify stakeholders by the end of August 2008</p> <p>Launching of the Forum by the end of</p>		1 1x	0 0	The Department of Transport has advised us to suspend the establishment of the Motor Dealers' Forum pending the new regulation which will clearly define the role of motor dealers in the Natis environment

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	October 2008				
	1 x meeting of the Forum per quarter, i.e. after launching		2	0	
Establishment of Local Driving School Owners' Forum	Compile terms of reference of the Forum by the end of September 2008 in consultation with the Department of Transport (1 x draft)		1	0	Save for one, all driving schools in Lephalale are not registered in terms of the new regulation. As such the Forum could not be established
	Identify stakeholders/data base of local driving schools by the end of August 2008		1	0	
	Launching of the Forum by the end of November 2008		1x	1	
	1 x meeting after the launch of the Forum in April 2009		1	0	

DIVISION: HOUSING

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Maintain housing waiting lists	All waiting lists updated on a monthly basis		All waiting lists updated on a monthly basis		Did not materialise in full. Capacity constraints
Meetings with appointed developers	Open communication channels and complete dissemination of important information		36		19 meetings were held. It was not possible to meet every month
Attending Workgroup Housing meetings	Number of Workgroup Housing meetings attended		12		11 meetings were held. No meeting was held during July 2009 as a result of officials on leave
Training	Project Management and various computer courses		9		No computer courses. Windows must be updated first. One official attended the Project Management course

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Beneficiary administration (includes screening done by LG&H)	Number of subsidy applications approved		2044		1124 approved. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. Rural project was 472 and not 200
Inspections done at house building processes (foundations)	Number of foundations completed		2516		1881 completed. Rural project was 472 and not 200
Inspections done at house building processes (wall plate)	Number of wall plates completed		2516		1719 completed. Rural project was 472 and not 200. 1356 project is 75 short
Inspections done at house building processes (plumbing)	Number of houses where plumbing was installed		2516		1301 houses with plumbing installed. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. 1356 project is 100 short
Inspections done at home building processes (water)	Number of houses where water was installed		2516		1301 houses with water installed. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. 1356 project is 100 short
Inspections done at house building processes (completion)	Number of houses completed		2516		1642 houses completed. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. 1356 project is 100 short and 472 project 111 short
Issuing of occupation certificates	Number of occupation certificates issued		2516		1422 occupation certificates issued. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. 1356 project is 320 short and 472 project 111 short
Construct BNG and CRU units	Number of BNG and CRU units constructed		2044		1281 constructed. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise. 1356 project is 100 short
Construct GAP income units	Number of GAP units constructed		200		None. No funding could be acquired. Land also is not available
Construct BNG units (rural)	Number of BNG units (rural) constructed		472		361 constructed
Facilitate inclusion of a Housing Chapter in the IDP	Successful inclusion of a Housing Chapter in the IDP		Completed and included		Completed

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Source funding from private sector for housing for households earning up to R18 500-00 per month	Successful sourcing of funding for at least 200 units.		R 100 million		Could not source funding. No land to develop and shortage of bulk infrastructure
Establishment of enterprises	Successful training of 27 people in house building, brick making and road construction		To establish at least 7 enterprises		Initial training completed. Further training to be done before enterprises will be set up

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
IDP review process	Participation in the IDP review process		4		All meetings attended
Operational budget	To spend the operational budget 100%		R 1 45 million		Operational budget 100% spent
Capital budget	To spend the capital budget 100%		R 211 million		Capital budget 97% spent

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Community meetings when projects were approved	Community involvement at meetings when projects were approved		13		10 meetings were held
Identification of potential beneficiaries for approved projects	The identification of the most needy potential beneficiaries		1072		477 beneficiaries identified. Steenbokpan: 170, CRU: 250 and Urban: 500 did not materialise
Completion of subsidy application forms by potential beneficiaries	Number of subsidy application forms completed		1072		472 subsidy application forms completed. Other envisaged projects did not materialise
Signing of happy letters	Percentage of happy letters signed		2516		1442 happy letters signed. Some projects are not completed yet

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Entering of consumer agreements (urban)	Percentage of consumer agreements entered into		2044		450 consumer agreements entered into. Beneficiaries do not co-operate
Handing over of keys	Percentage of keys handed over		2516		386. The developers of the 1356 project handed over the keys despite being requested not to
Attending Ward Committee meetings	Number of ward Committee meetings attended		48		None. Only attend when necessary
Attending Housing Forum meetings	Number of Housing Forum meetings attended		4		None. The last forum meeting was during October 2007
Housing Consumer Education	Number of beneficiaries trained		400		321 beneficiaries were trained. People in the urban area are reluctant to attend training

DIVISION: LIBRARY, ARTS AND CULTURE SERVICES

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Filling of vacancies	Inform HR about vacancy Submission of job Request HR to advertise the position	100%	3 new positions	All three new positions filled	On target
Training of personnel	Existing personnel are trained according library manual, alignment with Skills Development Plan	All new personnel will be trained in accordance with alignment with SDP	3	Personnel did receive internal training	On target

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Accessibility of services	Preparation of library materials through Classification and Cataloguing	100% / 40 000 of current stock	80% of new stock	95% of new library stock catalogued and classified	Above target
	Increased Library registered membership	3100 Existing membership	Increase by 120	Membership increased by 624	Significantly above target
	Reader/user guidance for locating books and other information sources	100% of existing library users	60% of new members	75% of new users received user guidance	Above target
	Availability of booking forms user's register Compilation of policy for use	0%	60% of the scope	Booking forms and user register completed. Policy for use to be finalised	On target
Marketing, promotion of library	Number of library promotion programmes	3	3	3 Promotional programs achieved	On target
	Number of holiday programmes	2	2	4 Holiday programmes achieved	Above target
	No. of book displays	24 themes	24	58 themes displayed	Significantly above target
Promotion of arts and culture	No. of events/competitions	2	2	Events and celebrations held as planned	On target

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Operational and Capital	Meeting budget targets		R2,566,058.48	100% budget spent, expenditure kept within budget limitations	On target

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Customer care	Availability of visitors' book Suggestion box Accessible evaluation forms	1 suggestion box in each library	All available in all libraries	2 suggestion boxes, one at each library	On target
Community profile	Number of surveys in targeted community	2	1	none	Below target Unavailability of equipment and lack of money to pay for the costs to be incurred in delivering it.
Co-ordination of Arts and Culture forums	Preparation of agenda Sending out of invitations to reach stakeholders 7 days prior the meeting	4	4 meetings	2 meetings	Below target Lack of proper coordination, absenteeism and unavailability of forum members. Lack of commitment of forum members
Compilation of Arts and Culture profile	Number of participating groups	Existing groups 30	Increase By 20	Groups increased by 10	Below target Lack of proper coordination and lack of interest from the community.

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Co-ordination of Education forums	Number of meetings	4	4	2 meetings	Below target Poorly organised Several postponements resulting from frequent absenteeism of the forum members.
IDP/ budget process	To ensure that financial needs are identified and submitted to council for approval	100%	100% of the scope	100% achieved	On target
Reports:	Arts and culture Forum	4	4	None	Below target Incomplete work, reports and records Work requires checking and re-doing which is time-consuming
	Arts and culture competitions	2	2		
	Education forum	4	3		

DIVISION: WASTE MANAGEMENT AND REFUSE DUMPS

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Filling of vacant positions	Number of vacancies filled	0	4		All positions filled
Training and development of team members	Delegation of team members to attend training programmes pertaining to functional area	0	20		None of the team members attended any training due to shortage of staff if they have to attend
Filling of vacant and new positions	Number of vacant posts filled	10	10		All positions have been filled and no new positions have been approved for the new financial year

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Waste Removal	The removal of any household waste and the disposal of such waste in the landfill site in	7577	All new extensions		Every week adjustments are done on new developments

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	accordance with the waste management schedule and predetermined routes				
Cleansing	The daily cleaning of public streets, roads and other public spaces and public conveniences manually/mechanically	All major streets and public conveniences	All major streets and public conveniences as per schedule		Done
Development of Integrated Waste Management Plan	Approved IWMP	0	Draft IWMP		Draft IWMP in place
Review of waste collection schedule to incorporate all new extensions	Quarterly review of schedule	0	4		Done every week, not quarterly, due to fast developing area
Management and maintenance of equipment and infrastructure available for performing the function	Monthly maintenance schedule of all fleet. Monthly fuel utilization report of all fleet and compare against km travelled. Compile monthly report on any anomaly and plan of action to corrective	0	12		15 vehicles in operation, not 12
Management of all assets for the function	Compilation and monthly update of asset register.	0			Done by the CFO
Waste Management System (WIS)	Compilation of WIS	0			Records kept on the amount of tonnages dumped on the landfill site
Refuse dumps	Measures employed to prevent the problems of burning and the generation of nuisances: Will waste be covered daily? Is sufficient cover available Will waste be covered daily?	0			Done

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Management of public nuisances	Number of complaints received. Percentage complaints handled within 2 hours of notification.	0	100		Done

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Economic empowerment of HDI	Creation of temporary jobs through the cleaning campaign	0	120		Done

KPA 4: FINANCIAL LIABILITY AND MANAGEMENT

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Expenditure on allocated budget	100% expenditure on allocated budget		100%		Done
Revenue collection	R2 000 000		100%		Done. The revenue was R3 607 078
Capital budget	Purchasing of front-end loader	1	2		Done. Only one was purchased

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Participate in the IDP review and budgeting processes by attending all four meetings	Identify and submit all new needs and projects on the deadlines required by the IDP office. Follow up on submissions to ensure that needs are captured in the final IDP document	4	4		Done
Enforcement of existing by-laws applicable to all service delivery	Compliance with legislation	20%	60%		Still outstanding. Nothing was done. Submitted to Corporate Support Services

Objectives	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
focus areas					
Community awareness campaigns in all service delivery focus areas	Arrange community awareness surveys for service delivery focus areas	0	2		Budget constraints
Departmental meetings	Number of meetings held as scheduled	6	8		Done
Compilation of reports to be served before EXCO and Council as requested	All`	100%	100%		Done

DIVISION: SAFETY AND RISK CONTROL

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Appointments of all appointees under OHSA and Regulations	Health and Safety Structure in place	16.2 8.2 SHE Reps, First Aiders, Emergency Wardens, Members and Supervisors	50	23	All appointments for the 16.2, 8.2 and supervisors are still the drafts and not issued
Training of all Committee members	Percentage of attendance and training contents	Internal and External training for all newly appointed Reps and First Aiders	23	23	External training is still outstanding and is scheduled to be done at the beginning of 2010

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Induction training of new employees and contractors	Percentage of attendance and level of compliance	Two phases of new employees were conducted and one for the contractor of the ring road project	Monthly	100%	
Submission of all IOD claims to the Compensation Commissioner completed within seven working days.	Outstanding cases at the WCA and percentage of closed cases.	Claims submitted with no specific time frames	All	80%	Procedure for reporting of all IOD's not properly followed
Monthly inspections of all specified areas of operations		Monthly inspection of all specified areas of operation	12	3	Inspections were only conducted as from April 2009
Development of Health and Safety Policies and Procedures	Level of compliance to safety standards	Health and safety policy, COIDA policy, IOD procedures, PPE policy, Emergency response plan	5	5	
Contractors management system	Level of compliance by all contractors	Issue contractors with agreements, specifications, approval of	All	1	Procedure not followed for managing all contractors

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
		safety plans and risk assessment, conduct monthly audits			
Establish SHE Committee Structures	Percentage of scheduled meetings Percentage of attendance	Two monthly structure in place and Executive Structure is proposed	Monthly and in 3 months	80 %	Lack of commitments from the members and management

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Purchase of OHSA booklets	Level of compliance to OHSA	Copies of OHSA booklets were given to all Reps and each directorate	100	100 were purchased	
Purchase of promotional material	Level of compliance to OHSA	Purchase of posters and booklets	40 posters 100 booklets	100%	

DIVISION: MUNICIPAL PARKS, SPORT, CEMETERIES AND RECREATIONAL FACILITIES

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Filling of vacant positions	Number of vacancies approved and filled	To be advertised	2	1	One position dropped by the Chief Financial Officer
Training and development of staff	Standard operating procedures for pruning of trees, digging of graves,	18	12	100%	

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	planting of trees. Alignment with the SDP				

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Management and maintenance of all municipal parks	Compilation of maintenance schedule of all municipal parks (grass cutting) Execution of maintenance according to schedule	Documented once Full cycle (Lephalale, Onverwacht, Marapong)	4 times	100% 100%	
Sport and recreational facilities	Compilation of maintenance schedule of all sport and recreational facilities Execution of maintenance plan according to schedule	Documented once Full cycle (Shongoane complex, Thabo Mbeki complex)	4 times	100% 100%	
Environmental management	Eradication of alien trees and vegetation in the identified areas and within budget	2	2 Job creation = ±20 workers Cleaning area = 20 000ha	0	Trees purchased, still to be planted
Compilation of greening plan for the 2008/2009 financial period and also a tree policy	Submission of green plan and compilation of a tree policy	Documented once		50%	Greening plan concluded Tree policy outstanding
Maintenance of sidewalks in all formalised areas	Compilation of maintenance schedule of all sidewalks – pruning and cutting of trees, planting of	Documented once		100%	

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
	trees Execution of maintenance according to schedule. Inspections of register and records	Full cycle (Lephalale, Onverwacht, Marapong)	4 times	100%	
Cemeteries	Daily cleaning of cemeteries (Onverwacht, Marapong, Thabo Mbeki, Rupert) Management and control of cemeteries serving the area of the municipality	Documented Tariff structure compiled	Full cycle x 2 100%	100% 100%	
Regional cemeteries	Compile ToR Feasibility study Submission of report Facilitate identification of cemeteries Establishment of 3 new cemeteries	Baseline request forwarded	Once	Report in terms of execution drafted	Pending until funding approved
Development of Environmental Management Plan	Compilation of ToR for the Environmental Management Plan Appointment of service provider	Documented	Once	0	Lack of reference
Management and maintenance of equipment and infrastructure available for performing the function	Compile a maintenance schedule of all fleet and equipment used for the function Submission of monthly maintenance schedule of equipment Compile monthly fuel usage report of all fleet and compare against log books. Report any anomaly and deviations to the manager monthly on a date to be agreed upon	Documented Randomly To be documented	Maintenance plan in place and execution thereof Submit monthly reports	Workshop instructions Outsourced 0	 To be updated

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Inclusion of municipal parks, sport, cemeteries and recreational facilities function in the municipality's revised IDP		Budget	Once per annum	Council approval or DG approval	
Management of all assets for the function	Compilation and monthly update of asset register Municipal asset value for the function	To be documented	Submission of asset register	X 2	
Arbor Week celebration	Co-ordination of function within budget and time frame Greening Plan Distribution in accordance with theme	Month of September	Number of trees planted Number of participants Distribution plan and register	0 1 000 fruit trees distributed	

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Work for Water program	Number of jobs created	20	20	0	Trees purchased

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Estimated income for the function for current financial year (cemeteries)		R50 000	100%	Unknown	
Operational budget	Operational budget fully spent at the end of the financial year	100%	100%	Unknown	
Capital budget	Capital budget fully spent at the end of the financial year	100%	100%	Unknown	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Unit of measurement	Baseline	Annual Target	Actual Performance	Explanation of variance on actual performance
Participate in the IDP review and budgeting processes	Identify and submit all new needs and projects on the deadlines required by the IDP Office Follow up on submissions to ensure that needs are captured in the final IDP document	Participation	Once per annum	100%	
Enforcement of by-laws in place for the management of the function	Compliance with legislation	Dumping on sidewalks, parks, etc	Randomly		
Environmental management forums	Quarterly co-ordination of the Environmental forum meetings	Hold meetings	4	0	Last meeting held during the first quarter of 2008
Awareness campaigns	Arbor week Work for Water		Once per annum	100%	

INFRASTRUCTURE SERVICES

WATER SERVICES DIVISION

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Training and development	Ensure that the imparted skills be effectively applied to do service to our equipments and infrastructure.	The skilled staff will be deployed at our respective infrastructure such as: Computer system, Pump stations and Operation stations.	Training plumbers, operators and water quality personnel.	Training of 6 staff or personnel.	100%	
Vacancies	Occupy vacant positions.	The positions will assist in addressing the overtime issue and services delivery.	Proposed Urban needs. 8 Positions. Proposed rural needs. 7 positions target.	Urban : 2 plumbers. Rural: 1 Cleaner and 1 millwright.	80%	Two vacancies not approved

KPA2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Rural: Refurbishment of Water Schemes in Various Villages	Ensure reliability of water system	Handover of the completed project or commissioned project	Refurbishing the existing the infrastructure	4 Water schemes coverage of 11 villages targeted	100%	
	Monitoring the system once on weekly basis.	Record Keeping	Report	Report	100%	

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Security Fencing	Ensuring Security to our Infrastructure.	Fencing the two Reservoirs and steel and jojo tanks in other areas.	0% of the Enclosing of the infrastructure.	Municipal infrastructure.	100%	
	Monitor the Construction in terms our standards	Report	Report		100%	
Rural: Water Reticulation Extensions	To ensure access of water	Handover of the completed project or commissioned project	Extensions at the villages as the prioritization	Identified villages.	100%	
	Monitoring the system once on weekly basis.	Keep records and report on Fridays	Report.	Report.	100%	
Rural: Yard Connections	Construction of yard connections as per the applicants	Total Number of Connections installed per annum: 40.	Connections to existing reticulation	All Villages and Town	100%	
	Monitoring the system once on weekly basis.	Keeping records of the connections.	Report.	Report	100%	
Rural: Drought Relief – Drilling and Equipping Boreholes	Ensure reliability of water system	Handover of the completed project or commissioned project	Drill and Equip Additional Borehole to augment existing capacity	Drill 3 boreholes and Equip 1 with Submersible Pump	100%	
	Monitoring the system once on weekly basis.	Keep records and report on Fridays	Report.	Report.	100%	
Urban: Water Network M & O	Ensure reliability of water supply system	Schemes Functionality and Capacity	Operations and Maintenance of existing Infrastructure		90%	Reporting by pump operators and VWC was not as expected.
	Monitoring the system once on weekly basis.	Keep records and report on Fridays	Report.	Report.		

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Water Conservation & Water Demand Management (Urban)	To reconcile current and future requirements in the system and make more efficient and effective use of available water resources in all water use sectors	Water loss Management and leak detection programmes	Continuation of 2007/8 National WC/WDM Pilot programme.	Marapong, Onverwacht & Town	70%	The PSP appointed for Technical intervention under performed.
	Monitoring the water supply system on weekly basis.	Data logging, Keeping records and generate reports for action	Reports.	Reports.	80%	PSP's poor performance.
Masibambane theme III	Develop and customize bylaws that incorporate Water Conservation and Water Demand Management. Credit control and debt control policy Develop enforcement bylaws	Public inputs and comments on the draft report	Draft bylaws compiled in 2007/8 programme. Action reports on recommendations for technical and social interventions available.	Finalisation of Bylaws, Tariff policies	100%	
	Monitoring the programmes on weekly basis.	Keep records and attending progress meeting monthly	Reports.	Reports.	100%	
Refurbishment of AC Water Pipes	Replacement of old Asbestos pipelines with uPVC pipes and installation of new gate valves	Total Length (m) replaced	Project carried over from 2007/8 fin year.	4.97km of old Asbestos to be replaced and 34 valves (in Lephalale town and Onverwacht	100%	
	Monitoring the project on weekly basis.	Keep records and progress reports.	Reports.	Reports.	100%	

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Infrastructure developments in projects.	Job creation through EPWP or LIC.	Job creation of approximately 150 project employees.	All Water Works projects, MIG, DWAF and Municipality.	We are targeting 300 project workers.	100%	

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Project(s)	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Municipal Policy roll-out, e.g. Water Services Act. 108 of 1997, Water Services Bylaws, etc.	Ensure that consumers understand all legal frameworks developed by the Municipality and other role-players e.g. Water and sanitation bylaws.	Interaction with all consumers. Awareness creation.	Water and Sanitation Policies/strategies/Council resolutions compliance	Informed consumers.	100%	
Cost Recovery Implementation.	Ensure that communities are contributing towards water services.	Establishment of Village Water Committees, Cost recovery community meetings Interaction with Traditional Leaders. VWC capacity building. Ongoing VWC support.	Constant payments of services by consumers. Capacitated community representatives.	Constant payments of services by consumers. Capacitated community representatives.	100%	

SANITATION DIVISION

KPA 1: TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Leave Days Management	Number of leave days taken recorded	Compliance with leave application	100 %	100%	Unreliable calculation of leave days on computer system.
Staff recruitments	1 vacant post still to be filled but advertised. 29 Temporary were utilized	*Currently we have 26 permanent staff in sewerage *Temp were utilized for a years on 3months contract	1 post for Assistant technician. 1 post for Divisional head 1 post for Plumber Artisan. 2 promotional posts	DH appointed in the third quarter. Assistant Technician appointed in fourth quarter Plumber Artisans appointed in fourth quarter. 2 employees promoted from level 16 to level 9 in fourth quarter.	Insufficient funds for temporary which led to over expenditure on overtime vote number.
Performance Management	Divisional score card was done	3	3	3	
	Performance Agreement not signed.	0	0	0	
Divisional employment equity	Percentage in terms equity not achieved or considered	3 Female employees 24 Male employees	100 %	12.5%	Female employees not productive in sewerage works

KPA 2: SERVICE DELIVERY SANITATION

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Capital projects	Construction of 1357	Appointment of PSP	Appointment of PSP by end of April 2008 Completion of 1357 VIP end October 2009	PSP appointed 1357 VIP's completed 100%	Non performance by PSP
	Construction of 1052	Appointment of PSP	Appointment of PSP by end of April 2009 Completion of 1052 VIP end October 2009	PSP appointed 1052 VIP's completed by 91%	Satisfying
	EIA study for construction of 6mgl wwftw at Paarl	Appointment PsP for EIA Study	Completion of EIA study in 6 months period	Study completed 99 %	DEDET is delaying approval of the document without any explanation
	Zongesien 's 2km outflow pipeline	Construction of 2km from internal resources	6 months 100% Labour intensive project.	100%	
Operation and Maintenance	Pumps Repairs and maintenance	Maintenance of 31 pump stations .	Maintenance of 31 pumps without breakdowns	65% Job done 35% major breakdowns	Pump stations under capacity and life span has elapse then refurbishment of pumps is required.
	Inventory control	Dispatch of tools and equipments for municipal inventory	Better control mechanism. 100%	Control mechanism not achieved. 42%	Municipal system of Dispatch
	Pipe burst and blockages	Maintenance pipe burst and blockages	Comply with maintenance procedure in terms of bursts and blockages	Achieved 100%	Continuation of asbestos bursts and need to be replaced
	Vehicles control	Proper Control of Vehicles operating within municipal boundaries	Logbook Services plan Cleaning	Logbook completed Service plan not adhere to due	Due to insufficient personnel monitoring is

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
			Accident free General conditions 6/6 compliance: 100%	municipal mechanical workshop. Cleaning non compliance Accidents free: 84% compliance 1 accident 2008/09. General conditions is 2/6: 66%	compromised.
	Call out responses	Percentage compliance with time frame to response	100%	100%	Insufficient manpower hampers quick response to call outs
	Waste water works	Free breakdowns in 3 wwwtw	100% compliance with DWAF specifications	67% compliance	Marapong ponds are running at full capacity and are overflowing to natural stream

KPA 3: LOCAL ECONOMIC DEVELOPMENT PLANNING

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Compilation of Sanitation Beneficiary list	Number of beneficiaries	1357	100%	100%	
Supply chain in favour of SMME and BEE	Number of contracts awarded to BEE contractors		30 BEE companies	7 BEE companies awarded contracts	
Labour intensive projects	Number of Fully labour intensive projects		10 Labor intensive projects	4 projects achieved	Insufficient funds
Employment	Number of people employed in labour intensive projects	Job creation	150 jobs	101	Insufficient funds

KPA 4: FINANCIAL VIABILITY

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Supply of Free Sanitation services	VIP construction	1357 VIP toilets at cost of R 5.7m	Construct 1357	100% completion	
EIA Study	Construct VIP toilets at 5 villages	6 months EIA study for Paarl upgrade	R198,000.00 100%	R198,000.00 100%	DEDET is delaying
Marapong sewer outfall	Sewer line to be constructed in km	2km sewer line in deep to be erected	R200, 000.00 100%	R200, 000.00 100%	Internal manpower to carryout the function
Zongesien Sewer outflow pipe	Pipe line to be erected both ponds and the farm	1km pipe line and 1m deep to be erected	R 219,000.00 100%	R 219,000.00 100%	
New aerator installation	New jet aeration to pilot	3kw jet aerator to be installed	R38,000.00 100	R38,000.00 100	
Provide sewer connections points	Purchase of sewer connections points equipment	Subdivision and Rezoning	R20,000.00 100%	R20,000.00 100%	
Training	All personnel staff will be trained	23-personnel to be trained of different skills	R38,000.00 100%	R8,000.00 21%	
Chlorinator Gas	Chlorine Gas for effluent to treated	10 x 68kg chlorine cylinder to be purchased	R33,000.00 100%	R15,000.00	
Casual Labour	Casual labour for labour intensive project	29 casual la	R 120000.00 100%	R 174 208.00	
Vehicles and euiqments	2 new bakkies	2 new LDV purchased	4 LDV requested 100%	2 LDV purchased. 50%	Budget constrains
General Maintenance	Internal sewerage	Employment costs	R1820222.00 100%	R2713847.00 51%	
		General expenses	R321945.00 100%	R215388 67%	
		Repair and maintenance	R1312000.00 100%	R1379265.00 95%	
		Capital Expenses	R170000.00 100%	R806347.00 347%	

OBJECTIVES	UNIT MEASUREMENT	OF	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
			Contribution to Capital	R6910000.00 100%	R3947329.00	
			Contribution to funds	R23000.00 100%	R58498.00 57%	
			Less Allocated	R56048.00 100%	R0.00 0%	
	Revenue		Basic levy sewer	R4000000.00 100%	R 3227988	
	Employment costs		Sundry Rev	R0.00 0%	R429783.00 100%	
			Revenue	R18064862.00 100%	R 16921631.00	
Sewerage Purify	% costs of 2 treatment works		Employment Costs	R 1092896.00 100%	R942487.00 86%	
			General Expenses	R 695478.00 100%	R868505.00 75%	
			Repair & maintenance	R635200.00 100%	R563509.00 89%	
			Capital Expenses	R707000.00 100%	R35405.00 5%	
Divisional Head	% costs for level 3 post		Employment Costs	R197935.00 100%	R138169.00 70%	
			General Expenses	R1275225.00 100%	R1265417.00 99%	
			Repair and maintenance	R1100.00 100%	R1100.00 100%	
			Contributions to Funds	R12000.00 100%	R12000.00 100%	

KPA 5: GOOD GORVENANCE AND COMMUNITY PARTICIPATION

OBJECTIVES	UNIT MEASUREMENT	OF	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
Community Participation	*Project awareness		Sanitation project launch	1 launch per year	100% Launch achieved	

OBJECTIVES	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	ACTUAL PERFORMANCE 30 JUNE 2009	KEY CHALLENGES
	*Health and hygiene education.	Health and hygiene education	1.awareness campaign per household at 8 villages for 1357 stands	100% achieved	
	* 32 Functional staff workshop	% Costs Skills training program in percentage	32 people R60000.00 100%	32 trained R60000.00 100%	
	*Builders recruitment and suppliers	8 community meetings held	8 meetings 100%	8 meetings held 100%	
	*Identification of Beneficiaries	Compilation of beneficiary lists	Compliance with indigents policy. 100%	Non compliance 78%.	Unreliable PSC's Non Verification due to manpower
Indigents	Implementation of indigents policy	% Compliance with indigents policy	100% compliance	78% compliance	
Supply Chain Management	Implementation of SCM	% Compliance with SCM	100%	80% compliance	

PUBLIC WORKS

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Training and development	Identification of training needs that are relevant to the directorate	Employees trained and be upgraded	20 were trained on construction of road using labour intensive	13 were trained in which 10 were trained in health and safety and three were trained in crane operation	100%	
Vacancies	The budgeted and vacant positions to be filled during 2008/9 financial year	The positions will assist in addressing the overtime issues and service delivery	10 general workers positions were submitted for maintenance	Only two positions were filled,(engineering technician and special workman rural)	10%	Budget constraints

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
			purpose, one engineering technician and special workman rural were submitted as part of the need			

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Mokerong 1 Village access road MIG project	To maintain and manage infrastructure i.e. roads through optimal utilization of resources for efficient, accountable and customer-oriented services delivery at levels which meet legislative requirements	Upgrading of 1.1 Km access road from gravel to paved road in Setateng	Setateng Phase 3, 1.1km road pavement is been upgraded.	Upgrading of the 1.1 Km road and to complete it by June 2009	100%	
Road Maintenance - Urban	Ensure that the community has proper access and mobility to their property at all times	All prioritized roads/streets and storm water drainage rehabilitated Public satisfaction	Maintaining the existing infrastructure	Effective, efficient road/streets and storm water system as per constitution. About 240 potholes and 30 road crossings were done.	100%	There is not enough road maintenance equipment
Traffic calming measures	Ensure that all road users are safe at all times by erecting speed humps	Number of speed humps erected	36 speed humps exist in the municipal area	Construction of six speed humps	100%	
Road Signs	Ensure that all road users	Number of road signs	Old road signs	100%	100%	

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
	are safe at all times by installing road signs	installed	were replaced and more road signs were erected in new extensions(Development)			
Road Reseal/Fogspray	Ensure streets surface are kept in good condition	Hand over of the completed project or commissioned project	Resealing of existing infrastructure (roads)	Reseal 1 km road	40%	Due to budget constraints only 0.4 km were resealed during 2008/9 financial year.
Roads - Villages	Proper and continuous upgrading and maintenance of village streets/access road and storm water.	Number of local access road that are re-gravelled/paved increased and improved storm water drainage systems	Maintaining of al access roads and internal streets ant the villages	Cover 100% of all village roads	40%	We had problems with our grader in 2008 which experienced some mechanical breakdown for a long time and also lack of resources as the municipality has got one grader which is in good condition
Ring road	Ensure that the community has proper access to town	Install the storm water pipes and construct road layers according to specifications.	Construction of +/- 1 Km of road connecting J Louis Botha and Wells streets.	To complete the 0.7 km road by end of June 2009	98%	Lack of material around Lephalale area

KPA 3: LED AND PLANNING

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Job creation	Ensure that jobs are to created on all projects	Number of jobs to be created	60 temporarily jobs created	100 temporarily jobs to be created	60%	Budget constrains
Road and storm water master plan	Ensure that the road and storm water master plan is developed	Approved roads and storm water master plan	Lack of data on extent road network to be maintained in the entire municipal area	Development of road and storm water master plan	20%	Lack of skills from the consultant side

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Functions	Objectives	Unit of measurement	Baseline	Annual target	Actual Performance 30 June 2009	Key Challenges
Road and Transport Forum	Ensure that community representative attend forum meetings by-monthly.	Number of forum meetings per year	3 Forum meetings	Attend all 3 meetings	100%	
Departmental Meetings	Ensuring that all problems encountered in the department are reported	No of meetings held as per schedules	4	4	100%	

ELECTRICITY

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Training needs	HT switching and safety standards	Train 4 x electricians	Personnel to be trained: 4	To empower existing personnel
Filling of vacancies	1 x Technical Assistant 1 x Admin Clerk 1 x Planner	To fill the vacancies	To fill the vacancies	Funds and qualified personnel

Indicator	Unit of measurement	Base line	Annual target	Actual performance
	2 x Inspectors 1 x Supervisor 2 x Special Workers 12 x Labourers			

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Upgrading of main sub station	Additional mVA	60mVA	60mVA	Funds and material
Electrification of villages	Number of houses without electricity vs number electrified	50%	50%	Availability of funds
Replacing of tools and equipment	Number of equipments replace	Ineffective tools and equipment	Replace tools and equipment	Availability of funds
Reset of circuit-breakers	Response time	Maintenance	As and when required	Permanent standby
Installation of prepaid meters	Applications received	As soon as possible	To handle all applications	Availability of meters
Repair of faulty cables	Response rate	Maintenance	As and when required	Availability of material
Street light repair	Response rate	As required	Maintenance when required	Availability of material and personnel
Maintenance of overhead lines	When needed	Maintenance	When needed	Material and personnel
Illegal connections and meter connections	Monthly	3 monthly	4 times	Personnel
Water and sewerage pump call outs	When needed (24/7)	Within 1 hour	To handle all calls	Personnel and spares
New connections	Number of applications	Within 2 days	To complete all applications	Personnel and material
Call outs	As required	1 hour	To attend to all call outs	To react in the shortest time possible
Electricity restructuring	Time frame set by EDI	To stick to time frame	To comply with requests	Personnel
Installation of high mast lights	Additional lights in rural area	To complete installations	To complete installations	Funds

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Job creation	10 x temporary employees	10 x temporary employees	10 x people to benefit	

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Maintenance work	Transformers Kiosks Meters Overhead lines Switchgear	Transformers Kiosks Meters Overhead lines Switchgear	R710 000.00	

KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Community participation	Community needs and participation	Information gathered from communities	Grants from DME as well as DLGH	Funds

DEVELOPMENT PLANNING

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Indicator	Unit of measurement	Base line	Annual target	Actual performance
Training needs	Number of courses attended/conducted	Training needs of staff members captured	Attended and conducted training interventions and also facilitate IDP process planning training sessions	2 officials attended an IDP training workshop offered by DBSA and DLG&H
Filling of vacancies	Number of employees appointed	Post of DH'S Tourism/LED and LUBC vacant, BI, BCO,TP,GIS OFF., Ass Adm. (newly created)	Appointment of DH LUBC, GIS off, BI, Ass Adm.	Appointed DH LUBC, GIS off, BI, Ass Adm. Contracted 1 TP for 2 yrs
Municipal Performance Management Reporting	Number of performance reports submitted	Legal requirement	Submission of all reports required by stipulated legislation	4 Quarterly reports submitted

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Indicator	Unit of measurement	Base line	Actual target	Actual performance
Process Building plans	Total number of compliant building plans received and number of building plans processed	Maximum 100 building plans received per month Minimum 50 building plans processed and approved per month	1000 building plans processed	1103 building plans processed and 454 were approved
To inspect buildings	Number of sites inspected	Inspect at least 75% of the buildings under construction within the municipal boundary	Conduct monthly inspections	389 building inspections were conducted on properties under construction
Process of township establishment applications	Number of applications received and the number of technical reports sourced, number of applications submitted to Council	Maximum 10 applications per month	100% applications received (and that meet the policy and procedural requirements) processed	
Process of applications for subdivision, rezoning, special	Number of applications received and number of technical reports sourced	Legal requirement, timeous response to applications	100% of applications received and processed that meet requirements	

Indicator	Unit of measurement	Base line	Actual target	Actual performance
consent and consolidation				
IDP Review for 2009/10	Adopted IDP for 2009/10	Approved IDP for 2008/09	Complete the IDP review process and adopt the IDP document for 2009/10	IDP review document for 2009/10 was adopted by Council

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Indicator	Unit of Measurement	Base line	Annual Target	Actual Performance
Promotion of LED in other Directorates	Number of new jobs created by private sector Number of new jobs created by municipal capital projects	Unemployment is currently estimated at 30%	Creation of unemployment database Creation of 100 new permanent jobs	Unemployment database created through Dept. Of Labour 100 new permanent jobs created through liaison with private sector
Monitoring of economic Growth	Growth in GDP	Lack of economic growth monitoring mechanism	Conduct a municipal wide business survey Quantify the GDP of the municipality	A municipal wide business survey conducted through Glen Steyn and Associates
Support –Lephalale Agricultural Corridor	Number of training and advisory sessions to the project beneficiaries Number of consultations with other sector depts. in support of the project	Project is already in operation	4 project evaluation meetings	1 project meeting held 2 consultation meetings held with Dept of Agriculture
Review of SDF and LUMS	Reviewed SDF and approved LUMS	Current SDF outdated and LUMS approval outstanding	Reviewed SDF with related policies and finalization of LUMS	Final draft of SDF to be presented to Council for Approval
Development of LED strategy	An approved LED strategy	A Service provider has been appointed to assist in this regard	100% (complete strategy document)	Final draft of strategy to be presented to Council for Approval
Promotion and Marketing of Tourism	Infrastructure Support to the annual tourism festival	Municipality has pledged to support this annual event	Successful tourism festival	A successful tourism festival hosted
SMME development and township based tourism	Number of SMME' s trained	Outdated database for SMME and township tourism activities	Compilation of SMME database and township based tourism activities	SMME database compilation incomplete
Positioning of town in terms of tourism	Study to position the town on tourism and align with	No proper co-ordination of programmes in tourism and	A complete study	Study to be conducted in partnership of the provincial dept of Econ. Dev. ,Environment

Indicator	Unit of Measurement	Base line	Annual Target	Actual Performance
and getaway routes	BBBI	marketing		and Tourism in the next financial year
Establishment of Community Tourism Association	A properly constituted CTA	Current CTA not adequately representative	Launch a CTA	Launched a programme to encourage black tourism product owners to register with LM

KPA 4 FINANCIAL VIABILITY AND MANAGEMENT

Indicator	Unit of measurement	Baseline	Annual target	Annual Performance
Management of Departmental telephone bill	% reduction on maintenance costs	25% from previous year	20%	5%
Audit queries(3)	Response for audit queries within ten days of receipt	2007/8 IDP	All audit queries responded to within ten days	100% of audit queries received and responded to per quarter
Budget Expenditure	% of budget spent	25% expenditure from previous year	100%	50%

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Indicator	Unit of measurement	Base line	Annual Target	Actual Performance
Promulgation of by-laws for building Control and land use scheme	By-laws adopted by Council	Legal requirement	Adopted By-Laws	SDF not yet approved and had implication on finalisation of LUMS. Indicator set for next FY
Establishment of the Business Forum	A functional business forum	No proper business forum in place	Integration of formal and informal businesses	Organisation of the informal business sector. A hawkers forum established
Reporting on the 5-year local govt. Strategic agenda	Number of LG strategic agenda reports submitted	1 quarterly report submitted	Submission of all 4 quarterly reports	4 Quarterly reports submitted
Implementation of 2008/09 IDP	Monitoring and Evaluation of the 08/09 IDP through SDBIP reporting	Approved SDBIP for 08/09	Co-ordinating the compilation of SDBIP and Quarterly reports	Quarterly reports of IDP capital projects submitted to Council